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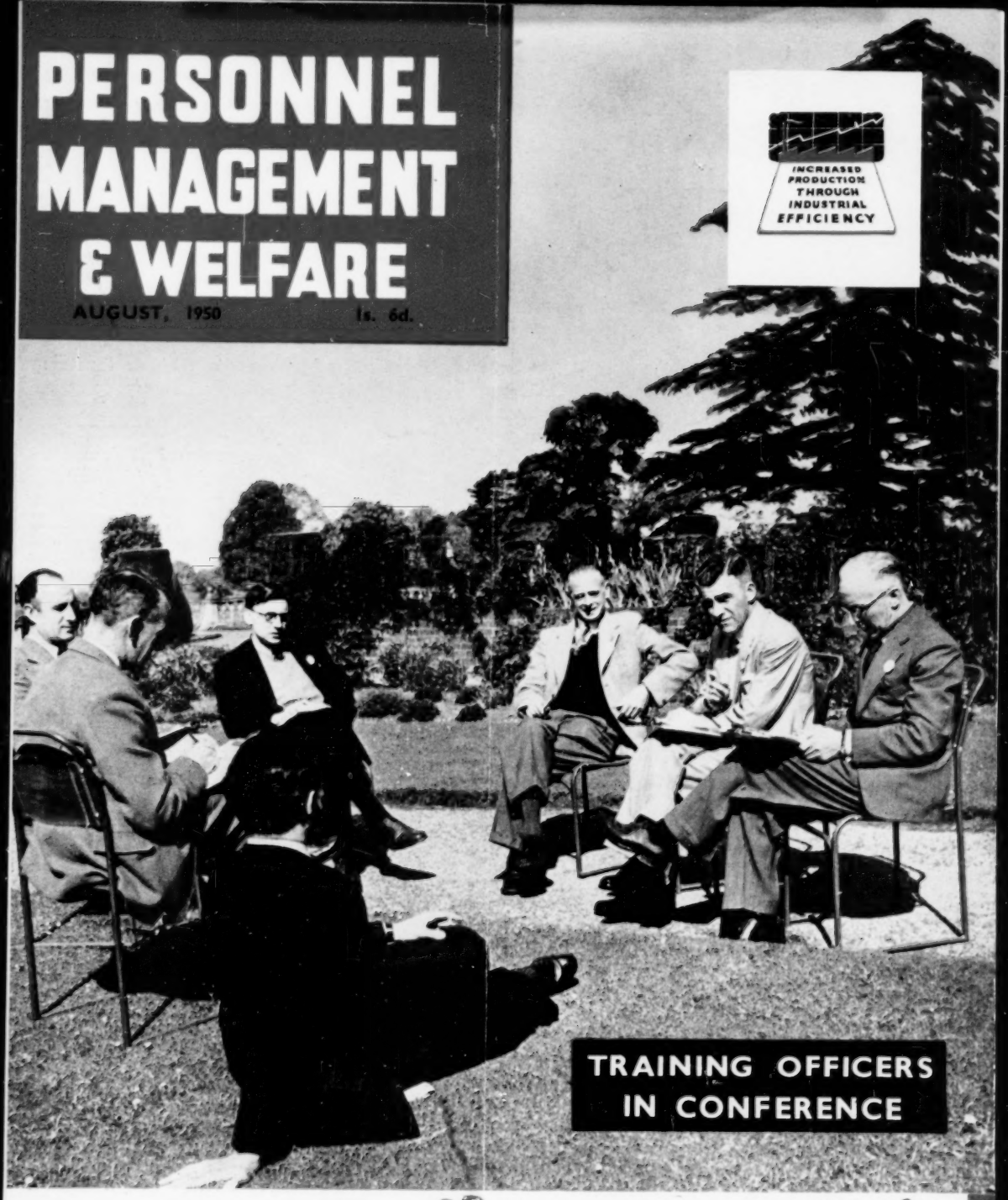

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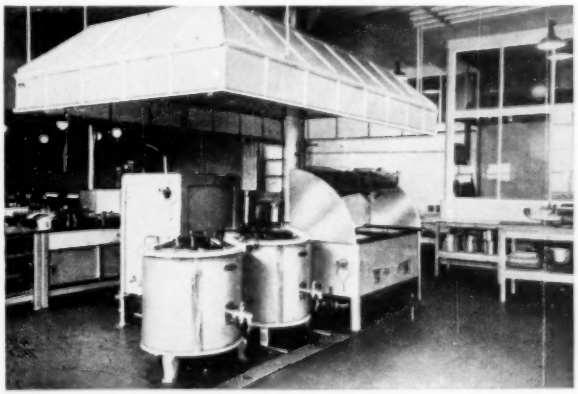

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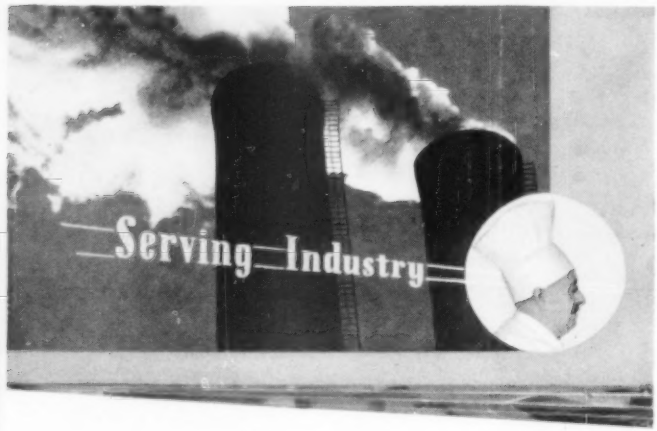

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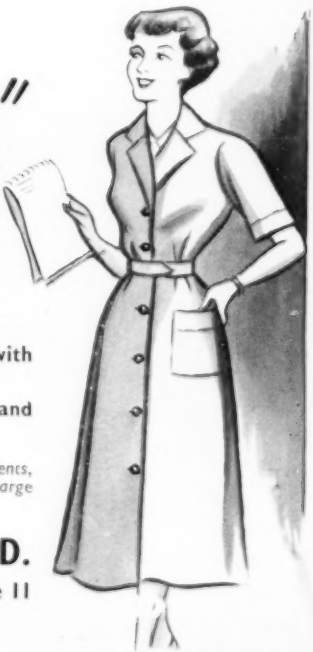

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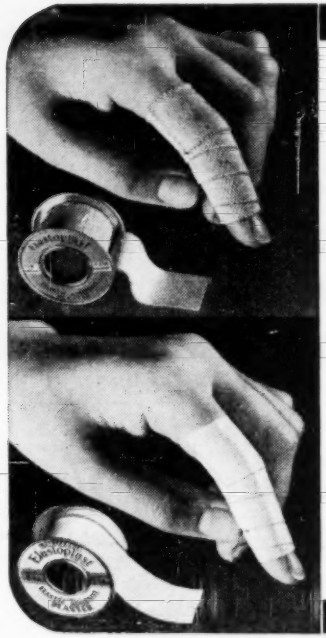

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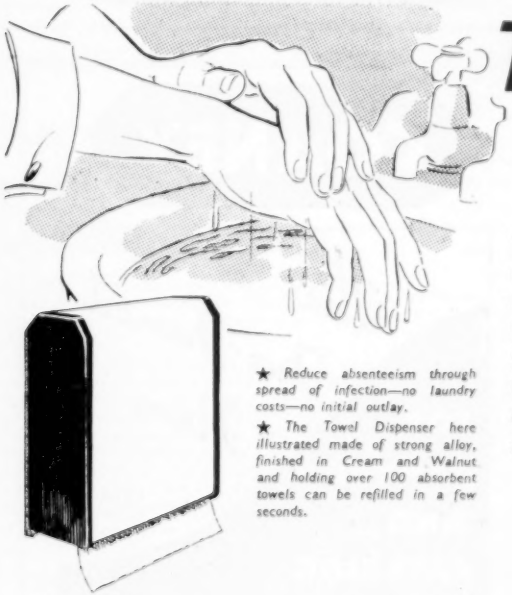

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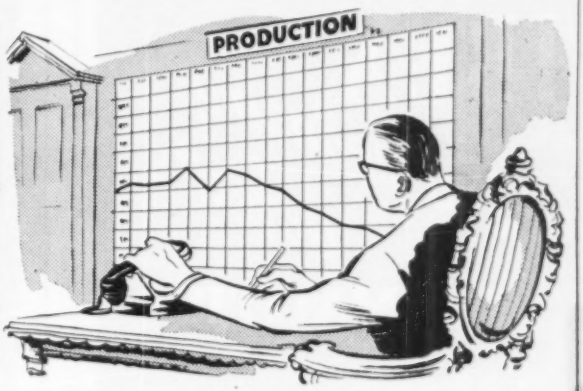

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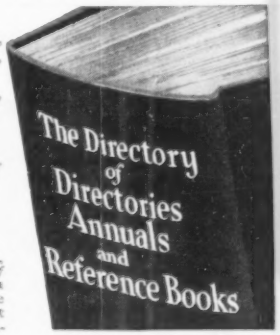

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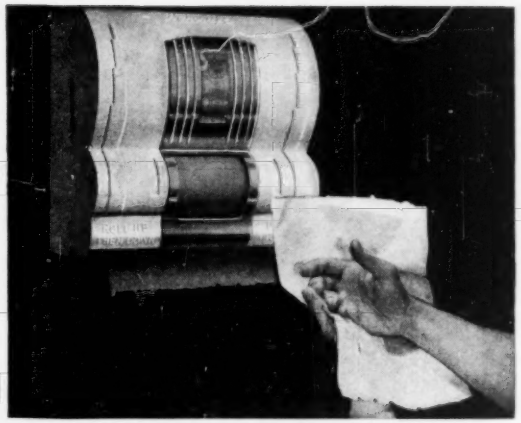

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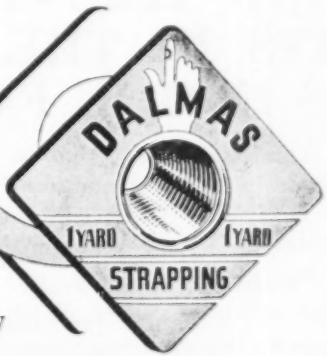

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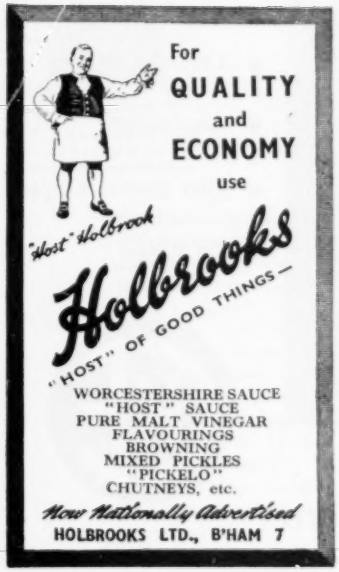

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INCORPORATING CIVIL DEFENCE JOURNAL AND A.R.P. AND N.F.S. REVIEW

VOL. 17 No. 123 AUGUST, 1950

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COVER

Training Officers in Conference (see story p. 69) discuss the question of "Day Release" in the pleasant grounds of Ashorne Hill. Left to Right: Messrs. J. K. L. Taylor (on ground) (*English Card Clothing Co.*); A. J. T. Wall (*S. Durham Steel and Iron Co.*); K. R. Torrington (*Whitehead Iron and Steel Co.*); — Martin (*Johnson Iron and Steel Co.*); H. W. Young (*Steel Co. of Wales*); T. L. Stirzacker (*Cargo Fleet Iron Co.*); J. Smith (*John Bagnall and Sons*).

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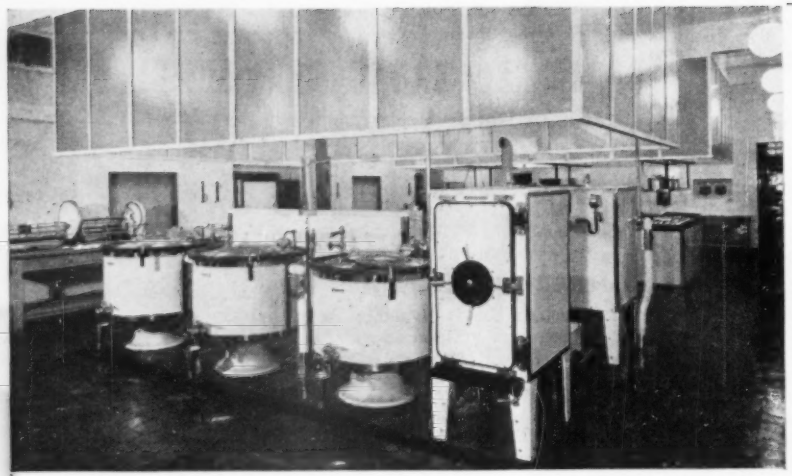

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PERSONNEL MANAGEMENT AND WELFARE

INCREASED PRODUCTION THROUGH INDUSTRIAL EFFICIENCY

Retail Research Yields

Valuable Data On Personnel Management

★ Development of the large-scale retail establishment—the Department Store employing maybe some thousands of workers of all kinds, is a phenomenon of comparatively recent years. And so swift was its growth that those whose energies first inspired it had little time to sit back and view what they had created. Their "management" depended almost entirely upon enthusiasm, drive and commercial ability. Most early executives at least were men who had been able to create large enterprises by their dynamic energy, but lacked the special skills to organise them at the highest efficiency. There was—and to some extent there still is—great need for the provision of specialised knowledge, particularly in human relations, for managements enmeshed in day-to-day details.

IT is perhaps fortunate that the creation of the International Association of Department Stores did not occur until after some years of use (and misuse) of "scientific management" in industry. This science has too often been applied in a short-sighted manner, based upon efficient production, but almost entirely ignoring those "right relations" which its pioneers had strongly stressed. The Association perceived that efficiency had more than one aspect and that its social phase was at least as important as the economic. They thus made provision for research into methods of staffing and of personnel as into merchandising or publicity, and it is with these human results of their investigations that these notes are concerned.

Enquiry into the optimum organisation structure for a big store demonstrated that a personnel manager was necessary as a major executive on the same level as the major functional executives, immediately below the general manager. Since 1936 and more especially since 1945 a number of personnel managers' meetings have been organised when problems common to firms in many countries could be openly discussed. The Association has checked as many facts as possible and these have strengthened the original view; furthermore they have brought the conclusion that many of the more pressing personnel problems of today are the result of the failure of management in the past to realise the significance of factors which have been active for years.

The following subjects have been covered at these personnel meetings: "determination of a job specification for the personnel manager, determination of progressive personnel policies, training of executives, job evaluation, personnel rating, and studies and experiments with collective methods of remuneration (group bonus) for the selling personnel. Lately, some investigations have been started referring to the possible adaptation of the 'Training Within Industry' scheme to department stores."

The Association has been able to lay down certain principles of action and above all to emphasise that personnel management is a long-term issue, and that the personnel manager himself should, as far as is possible, be given every chance to delegate his "routine" jobs so as to have time to think.

The P.M.'s Status

But the personnel manager differs very materially from the functional managers with whom he is equal; his field of work cannot be segregated as can theirs—actually his direct authority concerns his own staff

A great Department Store—Selfridge's in Oxford Street, W

*(*The International Association of Department Stores, formed in 1928, has carried out much valuable management research and Dr. H. Pasdermadjian, the general secretary, has ably summed it up in "Management Research in Retailing" (Newman Books Ltd.—xii+177 pp. 16s. 8d. post paid) on part of which this article is based.)*

alone. To do his job he must work through the other departments, a concept of authority that aroused a good deal of discussion in the particularly watertight organisation of most department stores.

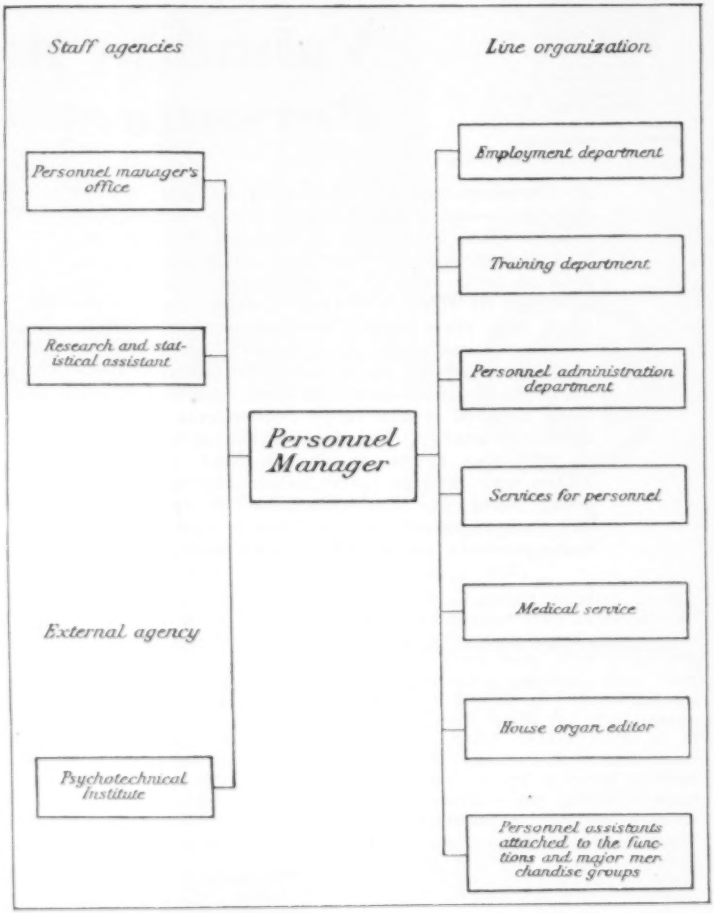
With the passing of time, however, most firms have realised that any minimising of the value—and the status—of the personnel function has very real dangers.

> "It has thus ceased to be mainly an advisory function. The personnel manager will, as before, with the help of his agencies, extend the necessary service and give the necessary advice and instructions, but his action will not, as before, stop there. He has now the right and duty to control the application of his advice and instructions. If this application is carried out by the executives of the other functions in a way that does not satisfy the personnel manager, the latter will report the matter to the corresponding functional manager and if satisfaction is not given to him, and if he considers the matter important, to the general manager for final decision"

The Report lists, in as concise a form as possible, the duties and authorities which, in the opinion of the Association, based on a careful scrutiny of conditions in stores of widely differing types from a number of countries, are desirable and indeed necessary for efficiency. Personnel management today is something more than an auxiliary administrative service, and top management in department stores has (thanks to the initiative of its personnel staff) come to realise that the different aspects of the personnel function are not detailed experiences, but links in a chain of social development.

THE PERSONNEL FUNCTION

(chart from: "Management Research in Retailing")



All-Grade Training

One of the major functions of the Personnel Manager is, of course, training, and a certain amount of this was common practice in retailing before the original "critical surveys" were made. In the main it took the form of on-the-job training of new employees, later extended to help sales staff to prepare for promotion. Training officers were working in many large stores and had systematised their teaching to a high degree. Eventually, however, the question was posed whether or not member firms intended to "import" new executives or to train up their own juniors for positions of authority. From this point began the conscious search for an efficient system of executive training, both for those already in executive positions and for "cadets." Today the experience of the member firms has shown that in either case the classical methods of lectures and instruction can well be reinforced by visual aids, demonstration, discussion, practical inspections, visits to suppliers and most recently "rôle playing."

The following points mentioned in the book and arising from research experience, deserve attention:

> "In matters of executive training it is necessary to start training at the top and work down, as there is little use in training subaltern executives until the higher executives have been trained or, even better, indoctrinated.
>
> "Executive training in department stores must be adapted to the type of people encountered in these firms. Even in relatively high positions, the majority of department store executives are of a type which requires a direct and practical approach rather than a purely intellectual treatment of the subject.
>
> "For junior executives the usual method of training, in the form of a few hours of lectures every week, is not enough. The training must continue outside the instruction hours. This can take place by having the trainees spend the remainder of the time working in a number of selected departments to which they are assigned in rotation.

"Another point which has been noted is that neither the training manager nor the personnel manager has the time, and often also the qualifications, to take charge of executive training, especially the training of those who are already in executive positions. Good results have been achieved by the apppointment of a very highly qualified special executive for this task.

"But even this is not enough. The experience of the Association has shown that executive training can succeed only if top management, or at least one top manager, takes an active interest in the matter. The experience of the member firms of the Association shows that executive training has been a success only in those cases where top management has taken a direct interest in it, and the most successful actions of executive training have been those which have been actually guided and directed by a top manager."

New Incentive Plans

In the early days of the Association some form of incentive plan was the main approach by scientific management to industry, but merely to speed up the worker was not to carry out the full pattern which its originators had laid down. They, however, recognised that such incentives, if rationally determined and fairly and honestly applied, could be of value. Yet over the past twenty years the tendency has been for the commission-on-sales, the chief incentive at one time, to decrease and for the fixed salary to increase. This change-over can be attributed to the fact that there has been an overall improvement in organisation and operation which has permitted a more effective—and more humane—control of the performance of the workers.

"Recently two of our member firms have started to experiment with a new conception, that of the collective commission (*or Group Bonus.—Ed.*). That is to say that the variable part of the salary for each sales clerk in a selling department, his commission on the sales, is based not upon his own sales, but upon the selling performance of the whole department. It is still too early to pass judgment on this experiment, but one may say that the first results are promising and seem to confirm the claim made for the collective commission system, namely that it raises a team spirit, with the employees disciplining and training each other."

In the non-selling departments wage incentives have been introduced following extensive study of units and standards of performance. Job evaluation has been necessary and where group bonus is desired it has been found better to break up a large department into one or two coherent groups of workers with comparable duties.

For heads of departments, sales or non-selling, a more complicated job analysis is obviously desirable. Even in such cases it has been found possible to develop a "standard cost per unit of performance" upon which bonus may be calculated and even an overall fair salary scale be based.

The store, which may employ workers of twenty or more different crafts, from architects and heavy engineers to gardeners and zoologists, and may well dispose of 15,000 packages a day, will have a multiplicity of job analyses to carry out. These should in every case be made as simple as may be, so that those who have the work to do shall appreciate their place in the scheme of things and the way their remuneration is calculated.

Building Morale

"Furthermore, any system of incentives should be based on standards carefully studied or estimated. It may happen, however, that with time one sees that the standard (the expected production per operator) has been set too high. In this case the firm should on its own account revise the standard. On the other hand, it may happen that the standard has, on the contrary, been set too low, with the employees earning exaggerated amounts. The experience of the Association has demonstrated that in this last case the firm should think twice before revising these rates. It is true that it loses money on account of this incorrect rate, but it loses more, in morale, in changing the rate.

"It may be said that the policy followed in general by our member firms is that once a rate of pay or a bonus has been established on the basis of a standard time or standard performance, this rate or bonus will as a rule not be modified to the detriment of the employee on account of exaggerated earnings, unless a change has been brought about in the technique, equipment or organisation of the job."

All these are personnel problems and the findings enumerated in Dr. Pasdermadjian's book are based on the assumption that in every large retail organisation there will be found efficient and flourishing a complete personnel administration carrying out one of the major functions of management.

A 'Bible' for Supervisors

TUBE INVESTMENTS attach great importance to the training of foremen and chargehands so that they will be fully equipped in the theory and practice of supervision. Their *Handbook for Supervisors* aims to make available in an easy and well-defined form all the general information which is required in the effective pursuit of their jobs.

The handbook is divided into three parts. Part I deals with matters which are of general interest to all Tube Investment companies. It is partly factual for reference purposes (e.g. explains production study, Acts of Parliament affecting industry, the provisions of the company's pension and life assurance schemes, and the organisation of Tube Investments Ltd. and its associated companies), but its first section deals with the primary importance of human relations in the supervisor's function.

The foreman is responsible for (a) efficiency of production; (b) smooth running of the department; (c) industrial relations. The duties of the chargehand are to assist the foreman in these functions. A chapter dealing with the qualities of a supervisor states that a supervisor is a leader and a good leader has the ability to —create good morale; listen, think and act; be calm, clear and concise; be systematic, adaptable and honest; delegate responsibility; take charge in all times and circumstances; co-ordinate; and manage men. A supervisor stands or falls by his ability to deal with the men and women working with him, and the Handbook gives some advice on the handling of human beings, fair play, discipline, and the giving of orders. The supervisor must also be an example as a worker; he must be honest and sincere, consistent and cheerful, a willing worker, ready to accept a trust or

(*Concluded at foot of col.* 1, *overleaf.*)

Some Problems of Industrial Civil Defence

By SIDNEY L. HARFORD, F.I.C.D.

Korean fighting and the risk of a "spread" underline the urgency of the problems set out in this article by the Honorary General Secretary of the Institute of Civil Defence

REGULATIONS now in force provide a framework on which an excellent Civil Defence machine can be built, although they are capable of further improvement. The Civil Defence plan is based on the existence of static and mobile civilian forces assisted when necessary by essentially mobile military columns trained for the purpose. Civilian formations will be furnished by the Civil Defence Corps, organised nationally and administered locally by County and County Borough Councils and for the present purpose it is convenient to refer to this as the "civilian" force as distinct from industrial and commercial services.

The competent industrial Civil Defence officer will appreciate from the beginning the correct relationship between himself and his "civilian" colleagues. He will accept industry and commerce as being indissolubly linked and base his planning on the assumption that they must work in complete harmony although their various services display many differences in detail organisation. On the other hand it is essential for the civilian officer to understand how completely the functions of modern society depend upon industry and commerce.

"Industrial" may be assumed to include transport and commerce and these three primary functions must be considered together. Each will again be sub-divided according to the many diverse requirements it presents.

The purely industrial officer may be responsible for a small factory or group of concerns, or his charge may cover extensive territory and include many thousands of people. The processes worked may be few or they may be many.

An officer in transport will be responsible for services covering far wider areas in which equipment and personnel are essentially mobile and he will lack the advantages enjoyed by those in industry proper and commerce by virtue of the static nature of their charges.

In relation to his confréres the commercial officer will benefit by the comparatively small area which he has to guard but will suffer because of the high degree of concentration of goods, resources and workers.

Preparation

Unless the industrial officer has adequate time to prepare and deploy his organisation, it cannot be expected that his efforts will succeed. He has to assess the suitability of personnel, to allocate individuals to appropriate duties, to train them in the performance of those duties and decide what tasks are necessary and what can be done without.

Arrangements for training must be made and carried out with a minimum of disturbance of production and a maximum of goodwill on the part of management and staffs.

Protective measures for plant and machinery, for products in various stages of completion, and for the prevention of casualties among workers must be devised.

Emergency schemes must be worked out to deal with situations arising from hostile action and designed to maintain full working or restore it rapidly. There has to be provision for the care of workers who may be injured and for dealing with pathological cases which will often occur. It may even be necessary to plan accommodation within the establishment for personnel whose homes are destroyed or whose means of transport are disrupted.

In all these matters consultation with civilian officers and neighbouring "industrials" is essential to preparation. Personnel will require training on much the same lines as the Civil Defence Corps and this calls for the presence of instructors qualified to give basic training. For some time to come it is likely that these will remain under the direct control of local authorities. Some industrial undertakings may already have fully qualified instructors on their staffs and others will be added from time to time. It is probable that a considerable time will elapse before sufficient instructors are available to industry generally.

There remains the need for specialist instruction to prepare trainees to cope with conditions peculiar to their own industries.

Management Problems

Several main questions will concern those who ultimately control industrial establishments and their processes and most important is the matter of finance. Managements should know to what extent they have to accept responsibility for the cost of Civil Defence measures.

There is also the matter of equipment. It is necessary to know what is required, the types and variety,

(*Concluded on page* 91.)

Supervisors' "Bible"—*from p. 65*

responsibility, overcome difficulties and know his job. The foreman is a member of management and is responsible for running that part of the company delegated to him. He is the link between management and workers, and his job is to explain to the workers what management thinks and wants done and to management what the workers think and want done.

Variations

Part II, which is prepared by the subsidiary companies, deals with matters special to the company concerned and differs in matters of detail in most cases. It covers such subjects as wage rates and their method of computation, guaranteed week agreement; deductions from wages; policy re sickness absence; concessions to workers of long service; works relief fund; works advisory council or production committee procedure in dealing with matters raised by workers; ex-Service re-instatement rules; policy re Auxiliary Forces annual training; policy re discipline; safety precautions and rules; fire prevention.

Part III, which is also prepared by the individual works, deals with technical details of the particular department concerned.

Welfare Planned on Trust

JOSEPH LINGFORD & SON LTD., Bishop Auckland, manufacturers of baking powder, believe in the value of welfare work as a means of building happy worker relations. The success of their activities in this direction is undoubtedly due to the fact that the amenities provided have been planned as a whole. In their model factory every comfort is provided. There are staff luncheon and rest rooms, sickness and medical schemes, with a country convalescent home for staff, a savings fund, life assurance for every married man, a contributory pension scheme and many other social amenities, including a works library. Morning and afternoon breaks include the provision of free sandwiches and drinks for all employees under 21 years of age, and in fine weather juniors under 16 are allowed to spend their afternoon break in the gardens. A welfare committee deals with all queries affecting catering arrangements and social activities.

Departmental heads are encouraged to take a share in running the business, and employees, through their appointed representatives, are able to voice their opinions at a house committee which is held monthly, or more often if necessary. All important matters affecting employees and the company generally are discussed at this meeting, e.g. hours of work, periods of closing for holidays, canteen arrangements, etc. Anyone can see the chairman or the managing director at any time without previous notice. A meeting is also held on alternate Tuesdays at which the managing director and managers discuss the urgent affairs of the company. There is a daily meeting held by heads of departments and the executive when production is planned according to current sales and requirements, and once a month departmental heads meet to discuss the latest Government Orders affecting the company's business. Suggestion committee meetings are held periodically which makes recommendations to the directorate for awards. The principle of "joint planning" was in operation in this company long before the war.

For All Ages

Security for old age is assured by a pensions fund to which both employer and employees contribute, and those leaving the company before pensionable age may draw out their own contributions. Junior members of the staff are encouraged to attend evening classes, and the company pays all fees provided full attendances are made and examinations are passed.

A significant sign of the trust reposed in their workers is the fact that the firm has never employed time-recording machines in their works. It has always been the policy of the company to put the staff on their honour, and the management consider that they have justified in adopting this principle, as time-keeping throughout the history of the business has been most satisfactory. The directors of Lingfords firmly believe that a sound welfare scheme is essential to the success of any modern business, and it is on this policy, no less than on the quality of their products, that they have built up their own company's success.

(Condensed from *The Factory Manager*, June, 1950.)

"Mr. Safety"

THE Battle Creek plant of The Oliver Corporation was at one time regarded as a poor example in respect to safety and good housekeeping, but owing to the efforts of the safety officer, backed by top management, the lost-time accident rate was brought down from 33 in 1946 to zero in 1950, thereby winning the safety contest held amongst the company's plants.

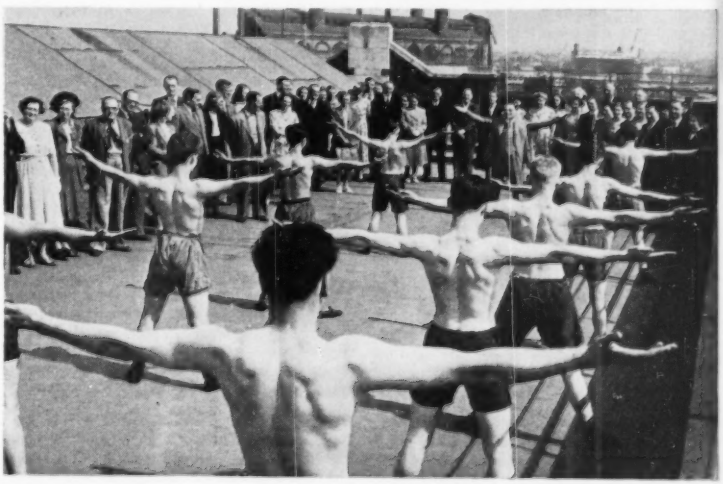
This yearly contest, started in 1947, was sponsored by the president of the Oliver Corporation. Points are scored on the basis of accident frequency and severity, and good housekeeping. Four times a year, one or more of the company's executives accompany the safety officer on a tour of the plants to grade for safety and good housekeeping, and the plant securing the largest number of points wins the president's trophy. The Battle Creek plant succeeded in working 2,000,000 man-hours without a lost-time accident. It was estimated that forty-four people would have been injured during the period but for the company's safety drive, and to personify these "men who hadn't been hurt," and in recognition of the success achieved, the company decided to select "Mr. Safety" by ballot from amongst the employees. The winner and his wife were given a free trip to Washington. "Mr. Safety" will stay alive only as long as the combined efforts of management and workers continue to keep the plant accident free.

(Condensed from *Safety Engineering*, June, 1950.)

Dunlop Workers To Build Own Homes

ABOUT 100 employees at Fort Dunlop, Birmingham, are undergoing training to build houses for themselves. The company, as a gesture of goodwill, but without obligation, is giving assistance. It has made available a piece of land on which the men have a shed where they practice bricklaying and other building operations under the instruction of a qualified building operative. The company provides legal advice, and its architects have volunteered their services to design homes. The first group, which was formed some six months ago, will soon be ready to begin serious house building, but are at present faced with the difficulty of securing a site within reasonable travelling distance of their work.

(Condensed from *The Birmingham Post*, July 5, 1950.)



Mr. W. H. Yexley takes a juvenile P.T. class on the roof of Watson House before a group of "North Thames Gas" parents

More Leisure—Or More Money?

IN our April issue (*page* 468) we reported on the question of whether members of the John Lewis Partnership would prefer to enjoy the benefits of increased leisure by working a five-day week or would prefer to have increased incomes. Branch Councils were asked to consider the question and convey their views to the chairman. The results of this enquiry have now been published in the Partnership's *The Gazette*.

Although most of the Branch Councils agreed that a five-day week was a desirable ultimate aim when economic conditions permitted, it was the general conclusion that it would be best for the Partnership to let the working hours of each Branch be as near as possible to those of its competitors, and to push up the pay rates as far as possible, rather than leave rates at the same level and cut down the working week to five days.

The main arguments against the introduction of a five-day week were the generally unfavourable economic conditions; the possibility that the Partnership would lose business; that the Partnership's service to the public might suffer; the hope of production being stepped up when workrooms and factories as a whole went on a five-day week had not been fulfilled; that higher wages rather than shorter hours would be an aid to recruitment and that many partners felt they could not afford to use more leisure even if they had it. As is understandable, in practically every Branch the married women were mostly in favour of a five-day week because of their domestic responsibilities. Married male partners with financial responsibilities preferred prospects of more pay. It is interesting to note that where the views of juniors were specially recorded they seemed to prefer the five-and-a-half day week to the prospect of more leisure.

(Condensed from *The Gazette* of the John Lewis Partnership, June 10, 1950.)

WE have received two interesting booklets from Schweppes Ltd., the well-known manufacturers of aerated waters. One gives the company's Employment Code, as agreed between the company and the union, and states clearly and fully the terms and conditions of employment. It covers such items as conditions of admission to the undertaking, wages, hours, overtime, public holidays, annual holidays, absence due to illness or accident, the company's health and pension schemes, mobility of labour, security of service, misconduct, dismissal, calculation of length of service, joint consultation and co-partnership. Marginal notes form an easy guide to the main points in this Code.

The other booklet deals with their health scheme. It introduces the principle of an actual entitlement which builds up year by year—a "Health Bank"—and which an employee can count upon, to which the company also binds itself, subject only to its right to revise the scheme in the light of experience. It includes absence due to maternity, and absence due to accidents whether on or off duty. Sick pay is based on length of service, and employees with over 20 years' service get special consideration. An employee has the option of not claiming for a short absence and so preserving his entitlement to three-quarters of his pay against possible serious need in the future. The booklet sets out tables showing how benefit is calculated so that each employee can estimate his own entitlement. Employees will not be dismissed while on sick pay except for clear abuse of the scheme.

REPORTED IN HOUSE ORGANS

The B. and M. News (Belliss and Morcom Ltd., Birmingham) reports on the activities of their Apprentices Association, membership of which now stands at 110. Membership is open to apprentices, ex-apprentices still employed by the firm and ex-apprentices employed by other firms. They have their own meeting room, and a section of the house magazine is devoted to the "Apprentices' Gazette."

National Post (National Cash Register Co. Ltd., London) states that is was the only British house organ which competed recently in the 1950 International House Publications Contest sponsored by the International Council of Industrial Editors. There were over 600 entries, most of them expensive, high-grade American productions. The *Post* was awarded an honorable mention.

The Newsbasket (W. H. Smith and Son Ltd., London) is a newcomer to our pages. It covers news of all kinds from head office and branches, and the current issue reports on the superannuation and pension funds, national insurance benefits, and a new scheme under the Ministry of Education for a National Retail Distribution Certificate. The course, which students will normally enter at the age of 16, is of three years' duration and requires attendance at technical colleges for six hours per week, two hours of which are devoted to commodity study in the student's particular trade.

The News Reel (J. and P. Coates Ltd. and associated companies) reports the holding of two exhibitions at which the work of students in the mills' evening classes was shown. A popular feature at these shows was a mannequin parade in which mill girls displayed their own dresses and shared the honours with professional mannequins from local stores.

The Nivea News (Herts Pharmaceuticals Ltd.) reports that up till the end of March production had gone up 350 per cent compared with last year, and looked like breaking all records. A big fillip had come from the evening staff—fifty willing housewives work from Mondays to Fridays from 6 to 10 p.m., packing and doing sundry jobs. Before this evening shift was established the office staff worked two hours a night making up cartons ready for the day shift.

Thorncliffe News (Newton Chambers and Co. Ltd., Thorncliffe, Sheffield) report that plans are in hand for the provision of baths, primarily for foundry workers, but also for use by operatives of other departments. A competition for a works slogan is being run, to replace the existing banner which decorates the works and carries the message "Honour the work and the work will honour you."

Walls Magazine (T. W. Wall and Sons Ltd., Acton, London) reports a savings drive, the opening ceremony of which was attended by the Mayor and Mayoress of Acton, actor Paul Dupuis, speedway ace Tommy Price, boxer Len Harvey. Some of the visitors revisited the factory at midnight and started off the campaign for the night shift. Competitions and a sweepstake held during the week resulted in more than six times the usual weekly savings figure being reached.

Future Salesmen

THOUSANDS of youngsters in large and small towns in the United States are learning the business of selling in their senior year of high school. They study selling in class. They work afternoons and Saturdays in retail stores.

This work is helped in many towns by local manufacturers who give their products and their services to assist the local high school classes. The Westinghouse Electric Corporation, Ohio, is a case in point. The Westinghouse Sales Training Department started by lending training films and small appliances from their stock with which the class could practice. The class was also taken to the factory and given a training session just as it might be given to retail salesmen in the field.

In addition, the company's men have helped in the organisation and running of local clubs or "retail institutes," which provide evening lectures and other activities. The youngsters in these classes have an organisation called the Distributive Education Clubs of America. Once a year these local clubs have a "bosses' night," when the youngsters play hosts to the bosses.

(Condensed from *Sales Management*, June 15, 1950.)

Col. P. A. Chubb (*Stewarts and Lloyds Ltd.*) talks on "Day Release" to Training Officers at Ashorne Hill

Training the Training Officer

By W. HUTCHENCE

Secretary of the Training Committee

British Iron and Steel Federation

The British Iron and Steel Federation, busily engaged in up-to-the-minute efficiency of their great industry, are concentrating on education in all its aspects. To get right down to factory floor level means that a great many Training Officers—both full and part time—are needed. A recent course for the part-time Training Officers of a large number of firms spotlights the main questions in this field which confront efficient management.

"WHAT is the best method for making young workers more efficient, for selecting new entrants, for the promotion of further education?" These were only three of the questions posed and thoroughly thrashed out during the recent Federation course which was intended to give training staffs a clear view of the field as a whole, of the problems which they have to face and of possible answers to them.

"The Training Officer," said Mr. H. G. W. Debenham, director and general manager of the Skinningrove Iron Company and vice-chairman of the Federation's Training Committee, in an opening address, "has an extremely worth-while job. First, he has the chance for doing those for whose training he is responsible an immense amount of good; his work will be of great value to his company and to the industry as a whole; and last but not least the whole country will benefit."

The course was divided between "set-piece" lectures, discussion groups and project work. After discussion of questions raised in a particular lecture, groups "reported back" their conclusions to the rest of the course.

Subjects were both practical and theoretical—ranging from "The Educational Background" to "Training the Craft Apprentice," from "The Psychology of Learning and Teaching" to "Day Release." Speakers were specially chosen as men with practical knowledge of training problems able to relate their experiences to the problems of firms of all sizes. Education, vocational guidance and industrial training were linked up into a single complete picture.

Mr. E. N. Marriott, of Stewarts and Lloyds, chief instructor of the course, gave a series of talks on "The Technique of Teaching," stressing the importance of environment and the usefulness of visual aids—"85 per cent of our impressions reach the mind through our eyes," he declared.

Mr. M. O. Bury, Midland Area Training Officer of the Federation, urged that introductory courses must aim at "training the whole boy," and Colonel P. A. Chubb, of Stewarts and Lloyds, discussing the value of Day Release for further education, claimed that "if you give a boy plenty of change and variety he'll work like a beaver. You are trying to make the most of him not only for your sake but for his, too."

Mr. Munro Fraser, of the National Institute of Industrial Psychology, talking on "Selection, Testing and Interviewing," gave a "demonstration" interview of a youth whom he had never met before.

Subjects for discussion groups were typical, practical problems which any training officer might encounter—"Is shift-work a deterrent to Day-Release? If so, what is the best solution?" and "Does it make any difference to training if the trainee is left-handed?"

In smaller groups the students were set ambitious projects for the week, to draw up detailed schemes for junior training in various imaginary works—an integrated iron and steel plant, sheet and re-rolling mills, wire drawing and nut and bolt departments of a large concern, etc. Periods of training in different departments had to be fitted in with day release and other essential parts of the programme. At the end of the week the schemes were submitted to the instructors for discussion.

"It is industry's responsibility to see that juvenile staff are treated as human beings," said Mr. A. Goodram of Samuel Fox. "The junior operatives of today are the works councillors and joint production committee men of tomorrow. We must train them into good citizens. If they are good citizens, they will automatically be good workers."

Motor Firm Invests In Leisure

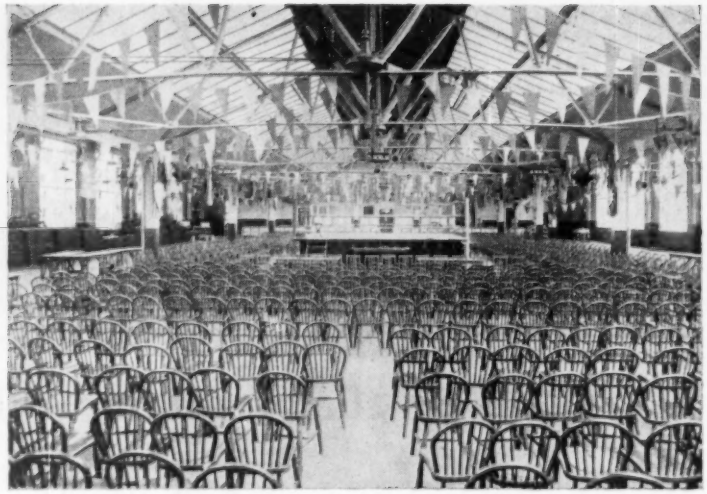
By L. S. SHAW

General Secretary, The Rover (Solihull) Social and Athletic Club

THE Club is governed by a Management Committee made up of a general secretary and treasurer appointed by the management of The Rover Company, and eleven members elected by, and representing, different sections of the employees, i.e. two members of the staff, five members from the main assembly shop, and so on. For example a member representing the assembly shop is nominated and voted for (postal ballot) by the employees in the assembly shop only. The chairman and vice chairman are elected from amongst the eleven members at the first committee meeting held after the annual general meeting. Committee meetings are usually held once a month, after working hours, members giving their time voluntarily.

The Club has excellent facilities for holding dances and boxing contests in the large works canteen, which has a parquet floor and well designed stage. There is also a large games room, complete with bar, one side of which opens into the main canteen. Here there are four billiard tables, darts boards, etc., and the room is open each lunchtime and evening until 6.30 p.m. from Monday to Friday. On three "Club Nights" each week the games room and bar are open until 9.30 p.m. A full time billiards marker is employed, and the usual charges are made for games of billiards and snooker, no charge being made for darts.

A sports ground and pavilion has recently been acquired through the generosity of the company, who have advanced the necessary money to the Club, in addition to providing the ground. This is being developed to cater for the Solihill Club, and also for the social club of the sister factory at Acocks Green, where there are no sports ground facilities.



The main canteen at Meteor Works arranged for a boxing tournament as shown, seats several hundred spectators

The two Clubs share all expenses connected with the ground, apart from development which is borne by the Rover Co. A full time groundsman is employed, who looks after the maintenance of kit, and the catering for cricket and football matches. The ground, at the moment, is equipped with two football pitches, one cricket wicket and a concrete practice wicket. It is hoped further development will include another wicket, tennis courts and maybe a bowling green. A pavilion has been erected containing four dressing rooms, showers, lavatories, etc., and a main room complete with facilities for making tea, washing-up, etc. It is so designed as to allow enlargement, if required, at a later date, providing funds and licences are available.

Nine Main Sub-Sections

Each sub-section is run by a small committee, elected at the annual general meeting of the particular section and this committee is responsible for fixing the amount of the section subscription and for drawing up the section rules, subject to the approval of the management committee. All monies are paid into the Social Club General Account, and all purchases for the various sections are authorised and made by the management committee. The activities of the sections are, briefly:—

ANGLING. Several contests are arranged each year, and an inter-works contest between the Solihull Club and the Social Clubs of the two sister factories in Birmingham takes place annually, the prize being a very handsome cup. The membership of this section is between forty and fifty.

BADMINTON. Two courts have been marked out in the canteen and play takes place on two evenings each week during the season. A team has been entered in the Industrial Sports League for the Birmingham Area. Membership is approximately twenty-five persons.

BILLIARDS and SNOOKER. This is the only sub-section which does not have a subscription, and which does not function to such an extent, or in quite the same way as the other sub-sections. The section committee do, however, arrange two or three snooker handicaps during the year; these are usually played during the lunch-time break. The section also provides, if and when required, a voluntary billiard marker for the games room.

BOXING. Usually four contests take place each season, a large number of tickets are generally sold and a profit made. Training takes place on two nights each week, the two trainers, who are also employees, giving their services. Boys from the local school and the sons of club members are eligible to join the section for training, and quite a number come along on the training nights.

The Management of the Rover Company Limited believe that a good social club is an asset as it helps to bring employees of the different sections together in a common interest. Many of the employees whilst joining in the various social activities, often talk "shop" and frequently discover the other person's point of view, which without this social contact would probably not appear. In this way also, better fellowship is created, and the various employees are bound closer together, taking an interest in the company as a whole.

When the firm's headquarters were moved from Coventry to Meteor Works, Solihull, near Birmingham about three years ago, occasion was taken to create a comprehensive Social and Athletic Club which would in time cater for all tastes. (A similar club also operates at our Machine Shops and Engine Assembly Works at Tyseley.) A good deal of spade work has been necessary to get things running smoothly, but today practically 100 per cent of the works payroll and around 75 per cent of the staff payroll pay their (voluntary) 2d. a week as members. Sectional subscriptions are additional and vary from section to section as decided by the sub-committees.

CRICKET. This section is different ferent from all the other sections in that it is a joint affair with the Acocks Green factory's social club. This amalgamation is a temporary measure, necessary because there is only one wicket available on the sports ground. Eventually the two clubs will have their own cricket sections. All expenses are shared 50/50 by the two clubs and the committee is made up of members from each. The two teams are picked, equally if possible, from each club. The section is affiliated to the Midlands Cricket Club Conference, and about forty home and away matches have been arranged for this season. Membership of the section is approximately seventy.

FOOTBALL. We have two teams entered in the Industrial Sports League, and both teams had a good number of fixtures during the past season. An annual event of the season, always looked forward to and enjoyed, is the match played against our London Service Department, which match takes place alternately at Solihull and London, and is made into a social occasion and a "get together" for the Solihull and London employees, which would otherwise not be possible.

HORTICULTURE. Although the most recently formed, this section already numbers 125 enthusiasts. One of the advantages of membership is the purchase of plant, shrubs, seeds, etc., at cheaper than shop rates. The section hopes to hold its first show in September, and possibly a chrysanthemum show in October, both in the canteen on Saturday afternoons.

RIFLE CLUB. The Company have provided a range in the basement of the main office block, and also helped with the purchase of the initial equipment. The range is open for shooting on three nights each week, and the section has a fairly large membership.

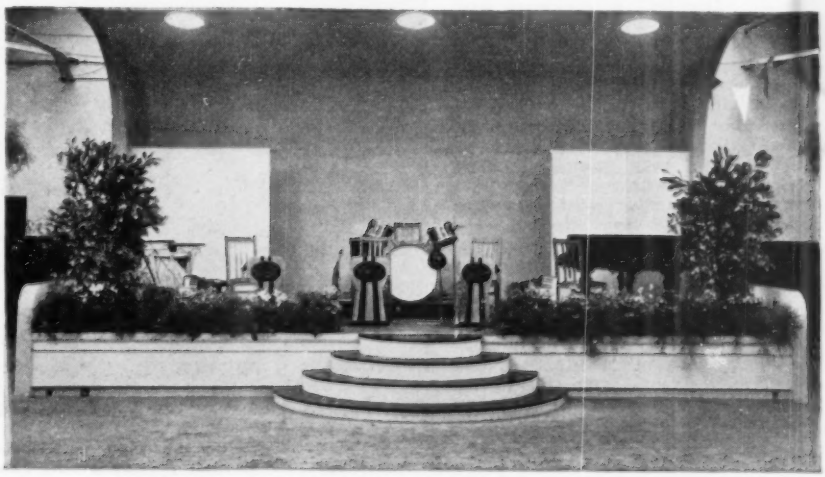
TABLE TENNIS. The membership of this section is mostly made up of the younger employees, who play each lunchtime and on two evenings in the week. A team is entered in the Industrial Sports League, and an inter-works contest is arranged each year between the social clubs of the three works in Birmingham. Membership numbers about 30.

Other Activities

In addition to these activities, monthly dances are held from September to May, organised by an entertainments committee, formed from the management committee and subject to the management committee's approval. An entertainment secretary is elected, and he is allowed, half an hour each day to deal with entertainment matters. The management pay the charges involved in getting the canteen ready for dances, and putting it in order again, the various departments each providing two labourers from amongst their personnel. Several very well-known dance bands have been engaged in the past, and attendance is usually high.

A very popular annual event is the children's christmas party, which is held on a Saturday in December, and

(*Concluded on page 73.*)



The Rover (Solihull) canteen stage prepared for a firm's dance

Esso's New Social Club for 2,500 Workers

When the Anglo-American Oil Co. Ltd. decided to build the largest oil refinery in Britain at Fawley on Southampton Water they were faced with extention of their permanent labour force there from 900 to 2,500. Fawley is a comparatively rural area and social and other entertainments are planned on a proportionate scale, so that it was essential to lay on recreational facilities on a larger scale. This article describes what has been done, and by courtesy of *Team Spirit*, how Laing's the contractors got the job finished on time.

THE Esso sports club and cinema is a fine brick building with tall, stately windows. Simplicity combined with dignity is the keynote and even the semi-circular, green painted rainwater heads have been specially designed to show off the building to advantage. Careful design and planning have fitted the premises ideally for their many uses and amenities are at a high enough standard to attract the most fastidious.

The spacious main hall has a specially constructed floor sprung for dancing and finished in high-grade European beech. Walls are ivory-coloured, with green curtains and gilt radiators completing an effective colour scheme. Since the hall is at present being used as a cinema, the gilt and green steel tubular chairs have been secured to the floor and clipped together to form continuous rows. The hall is pleasantly and evenly lighted with mellow cornice lighting. There is a large, fully equipped stage with a permanent curtain, an elaborate lighting installation and all the complicated paraphernalia, including numerous ropes and pulleys for handling the scenery. There are two good-sized stage dressing rooms and a 7 ft. 6 in. high storage room under the stage provides adequate space for chairs and stage properties. Two of the latest projectors are installed in the projection room and there is a separate adjoining room for re-winding. Both these rooms have separate access for escape purposes and the projection and observation apertures between the projection room and the auditorium have fire-resisting, self-closing shutters.

The lounge, comfortably furnished with tables and Lloyd Loom chocolate or gilt-coloured chairs, with fitted cushions, is decorated in rose-biege. Rhodesian teak used for the floor here — as generally throughout the building—adds to the effect of quiet comfort. A luxuriously appointed bar with polished oak "island" fittings is situated in the lounge alcove and the elaborate back-bar fittings and glass shelves form a division between the two sides of the bar, the second of which serves the billiards room. Underneath is a well-stocked, asphalt-tanked cellar.

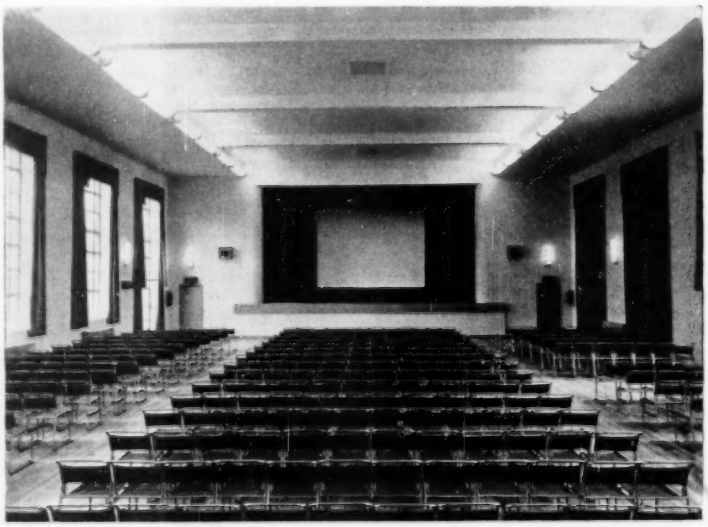
The cream and green billiards room is equipped with three full-sized tables. The games room is similar in size and is furnished with suitable tables and fixtures for quiet games such as chess, dominoes, shove-ha'penny and cards, as well as for the noisier and more energetic games of table tennis and darts.

Other rooms include a tea-bar and ladies' rest room.

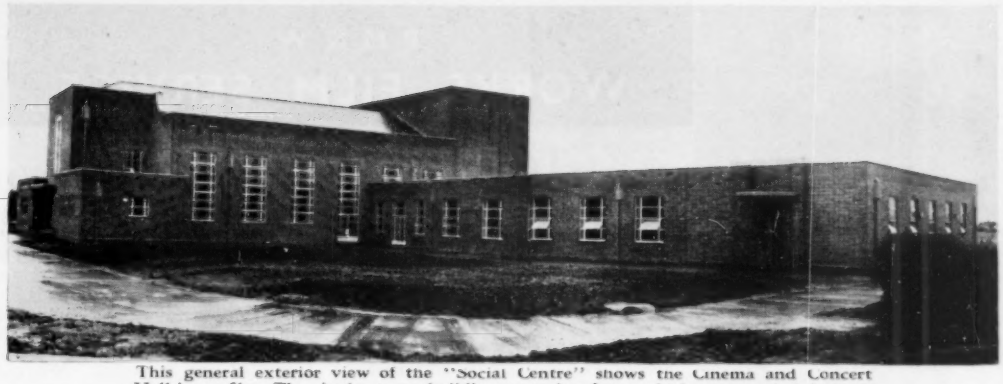
In all, the club offers first-class facilities for a full and happy social life. It is all a little astonishing when one recalls that, some six months ago, there was an open space where the present extensive premises stand.

How It Was Planned

To complete a building of such a size in 25 weeks—from October 5th, to April 1st last—meant a great deal of organisation and planning and a good deal more "team spirit." To plan a green field to a fully furnished and equipped community centre in winter weather and against the clock, take some doing and Laing's take pride in the fact that behind all the resourcefulness that got 600,000 bricks and all the material supplies delivered dead on time, there was a willingness throughout the team engaged to tackle any job right down



Main auditorium of the "Esso" social club at Fawley is planned to give "West End" presentation for films, concerts and shows



This general exterior view of the "Social Centre" shows the Cinema and Concert Hall in profile. The single-storey building comprises foyer, clockrooms and clubrooms

to the final broom-and-mop brigade's polish up.

On 33 of the first 52 days of the contract there was heavy rainfall and the sight of bricklayers garbed in raincoats and sou'-westers working out on the scaffolding became common-place. The bricks just had to be laid in the first three months to fit in with the time schedule and the acute local shortage of bricklayers did not help matters.

All-Out Effort

Bottlenecks in steel and timber supplies were met with the same determined spirit. When, for example, shuttering timber for the staircases was not promptly available, pre-cast steps were made. All operations were dovetailed and trades followed so tightly behind each other that plasterers would be working at one end of the building whilst a concrete roof was being laid at the other. At midday on Friday, March 3rd, half-a-mile of plasterers' steel scaffolding was still in the main hall. By 6 p.m. it had disappeared to enable work to begin on the laying of sleeper walls and joists ready for the flooring specialists to commence work on the following Monday.

After laying, floors had to be cleaned and smoothed with electrically driven sanding machines. At that stage no electrical power was available and here the Plant Depôt stepped in to provide the necessary machinery. The electrical sub-contractors also did a specially fine job in carrying out so much work in the short time available. And so the story of "combined operations" went on—with the Progress Department co-ordinating the various jobs into a smooth all-out effort. In spite of every endeavour, however, some important supplies did not arrive until a few days before opening date, and this meant a terrific last minute spurt. Sound equipment, screen and projection units were all fixed in the last five days!

Above, the main Concert Hall entrance of the Esso Social Club

Interior of lounge with bar at the new Fawley club of the Anglo-American Oil Company

Investment In Leisure

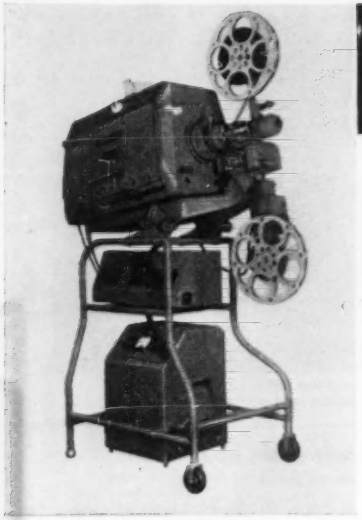
from p. 71

is open to the children of club members between the ages of 5 and 14 years. Each child is provided with tea and a present, and entertainment such as Punch and Judy is arranged. Between 500 and 600 children are entertained, free of charge. The company again, help with the expenses.

A Rover "Special"

A works band is another of our "specials." Eight members (employees) play each Wednesday lunch-time in the canteen, and quite a number of people enjoy half an hour's dancing. The band is provided with a free luncheon by the club, but receives no other payment. The club provides the sheet music, and has also purchased a set of drums and a saxophone; the remaining instruments are provided by the players themselves. Twice a week, gramophone records are played in the canteen during the lunch-time break, and three new records are purchased by the club each month.

An entirely new feature of the club is a lunch-time variety concert, provided free of charge in the canteen. This was organised as an experiment recently, and although the weather was very hot and usually most of the employees go into the fields near the works immediately they have finished their lunch, a large number of them stayed to hear, and apparently to enjoy, the concert. Owing to the success of the first concert, it is planned to arrange two or three more, during the winter months.



Bell and Howell-Gaumont arc projector for works films (including sound) gives high fidelity reproduction

P. M. & W.

WORKS FILM SERVICE

Technical Terms Explained

By R. N. PATERSON, M.I.A.M.A.
ASSOCIATED BRITISH-PATHE LTD.

WELFARE Officers who study the application of films to industry, and read some of the many textbooks now available on the subject will come across a number of phrases and expressions that are used repeatedly by film technicians. Newcomers to industrial films often ask for an explanation of this or that expression, and I propose to include a number of these words, and a brief explanation, in each of our monthly articles. It will not be possible to compile a complete glossary and I shall restrict the lists to those words and expressions that Welfare Officers will meet and want to use, in their film activities.

"Optics." This term is collective and refers to the optical system of a projector, i.e., the lenses, condensers and mirror. This is a very important part of the projector and Welfare Officers should learn how to dismantle and clean the component parts of the optical systems of their projectors.

"Photo-electric cell, or P.E.C." This is a most vital part of a sound film projector. Without it you cannot reproduce sound from the track of the film. The photo-electric cell is able to generate an electric signal, or series of impulses, from a ray of light falling on it. In a sound film projector a ray of light shines through the moving sound track on to the photo-electric cell, which in turn generates electric impulses in proportion to the light falling on it. These electrical impulses in turn pass through the sound reproducing system of the projector.

"Pressure Pad." This term refers to the part of the projector gate (see below) which keeps the film steadily in position yet does not damage it in any way.

"Throw." The distance from the lens of the projector to the screen. This distance is determined by the focal length of the projection lens. When using a small screen for showing films to a limited audience, then a short focal length lens is needed; and the larger the screen, and consequently the longer the throw, then, correspondingly, the focal length of the projection lens must be longer.

"White Screen." A projection screen of matt white material, which has the quality of giving an equally bright picture when viewed from any angle. It is essential to have good illumination for the best results from a white screen.

"Silver Screen." This type is usually surfaced with aluminium and gives bright reproduction; but only when viewed in a direct line with the throw of the projector. When the picture is viewed at an angle, the brilliance decreases.

"Exciter Lamp." This is the small lamp which provides the thin ray of light which shines through the sound track, and in so doing reproduces in a form of light ray the undulations of the sound track, on to the photo-electric cell.

"The Gate." This is simply the aperture of the projector through which each frame of the film passes, to be illuminated by the projector lamp. While passing through the gate the film moves in intermittent jerks so that each "frame" remains stationary for an infinitesimal interval.

Reporting Film Damage

A SMALL industrial organisation recently borrowed some 16 mm. films from a film library and have since wondered why the same library is not eager to lend them any more of their films. From what the welfare officer of this firm told me, I gather that this is the first time he had used films as a means of works training and frankly, admitted that he did not know a great deal about the dispatch or the care of 16 mm. films.

Every welfare officer who proposes to start a films programme must make up his mind from the very beginning that unless he and his staff fully understand the principles of "film care" it will become increasingly difficult for him to borrow films. I have seen films, both 16 mm. and 35 mm. sizes, returned to their owners in a shocking condition and 16 mm. film libraries have to spend hundreds of pounds a year on film repair.

Keep a record of all your transactions with film libraries, and when a film arrives make a note of the day it arrived, the condition—if it reaches you in bad condition then write immediately to the film library reporting the damage—and when the film is returned make a record of this, too. A greater part of the damage to 16 mm. films is caused through a lack of technical knowledge and particularly by careless threading of the film. One should always allow a loop above and below the gate of the projection and make sure that the sprocket holes on the film have accurately engaged the sprockets; these are the little cogs that guide the film on its journey through the gate of the projector.

Always remember to test your film threading by turning the projector over by hand before switching on the motor. After you have finished with the film make sure that it is returned to the library in its correct tin.

A clean projector and smooth running sprockets help to prevent film damage. Before starting a film show always make sure that there is no dirt in the gate and if there is then clean it off with soft material—do not use anything that is likely to scratch the surface of the gate, thus causing damage to the projector.

Payment During Sickness

By T. J. SOPHIAN
BARRISTER AT LAW

WHAT is the position of an employer where a worker is taken sick and remains away from his job? Is the employer entitled to dismiss him, or again, is the employee, while away and still retained in the employment, entitled to wages? The position depends on the nature of the agreement which has been made between the parties. It is open to persons to enter into any express arrangement as to these matters, but if there is no express agreement about this then the rights of the parties will be determined by custom and the general law.

It is important to distinguish between the case where the incapacity of the employee is a temporary one on the one hand and the case in which it is permanent on the other. Whether it is temporary or permanent is a question of fact which will be determined on the particular circumstances of each case, but it should be observed that even where there is a long illness, the incapacity may still be regarded only as being a temporary one.

Temporary Incapacity. If the incapacity of the employee is of a temporary character the contract still continues and the employee is entitled to receive full wages during the whole period of his absence from work.

Of course, in such a case it is open for an employer, if he so desires, to put an end to the employment but for this purpose it will be necessary for him to serve a proper notice on the employee terminating his employment and that notice will of course have to be of the requisite length. The length of the notice again may depend on what the parties have agreed or in the absence of an agreement it will depend on the length required by the particular trade but, and in any event, the notice, apart from the express agreement must be a "reasonable" one in length.

Where, therefore, an employee is absent for a considerable time owing to illness, an employer must determine for himself whether he is going to terminate his employment or not, for if he does not do so and the temporary incapacity is in fact temporary, then he will still be obliged to pay full wages to the employee notwithstanding the latter's absence from work.

The period of incapacity, moreover, will be regarded in law as commencing at the first outset of the approaching illness (as for example where a sick headache and a temperature precedes an attack of influenza) and the incapacity will be regarded as ending after the period of convalescence has expired, as for example where a holiday becomes essential or reasonably necessary for complete recovery after an illness.

Permanent Incapacity. Where the incapacity of the employee, however, is of a permanent character (as for example where an employee has a stroke and is paralysed, with the result that he will be unable to return to work until after a considerable interval of time has elapsed, if at all) the employer in such a case has an election in the matter. It is open to him to consider the contract of employment as being immediately terminated and in that event he will not be liable to pay any wages to the employee as from the date when the incapacity occurred.

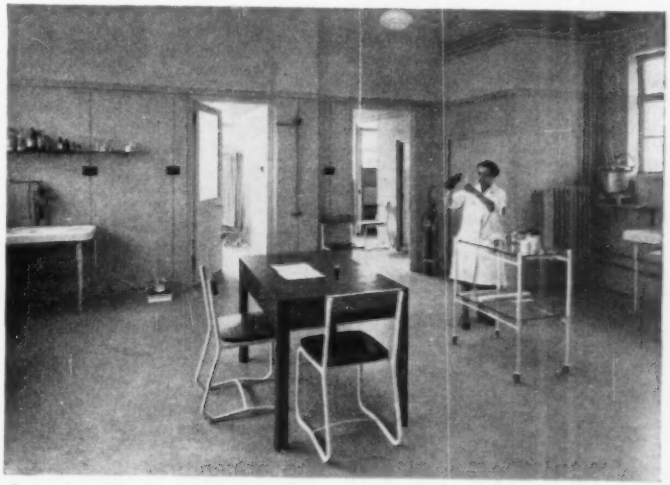
But in such a case it is necessary for him to inform the employee of his intentions in the matter and to tell him that he is treating the contract of employment as thereby being at an end.

If the employer, however, does nothing and does not tell the employee that the contract is at an end, then it seems the employer may still be liable to pay wages, at any rate until such time as he informs the employee that he has elected to treat his employment as at an end.

There is therefore this difference between the case of a temporary and the case of a permanent incapacity on the part of the employer. In the former case the employer cannot determine the contract at once, he can only do so by giving the proper notice; in the latter case on the other hand, he has the right as already pointed out to determine the employment forthwith.

Industrial Schemes Now Adjusted

A CONSIDERABLE number of existing sick pay schemes have now been adjusted to take account of National Insurance benefits. Two of the most important are those covering British Railways salaried staff (reached by agreement) and Cable and Wireless (Industrial Court award). The British Railways' scheme provides, for new entrants after April 1st, 1950, after they have completed 12 months' service, full salary less insurance benefits during the



Thomas De La Rue's factory surgery is panelled with hygienic, hard-wearing *Formica* made by the workers who attend as patients

first 13 weeks of absence through sickness, and for the second 13 weeks half salary, with no adjustment for insurance benefits unless the salary allowance plus benefit exceeds the normal rate of pay in which case the total payment can be cut, but not below the normal salary. The sick pay allowances will be applied to any period of 12 months, i.e. no one can qualify for more than 13 weeks' full pay and 13 weeks' half pay in any period of 12 months.

All existing staff who have qualified for sick pay have their present and anticipated rights protected. These rights varied from line to line. On the Great Western one month's full and five month's five-sixths salary was paid; on the L.M.S. six month's full pay after ten years' service, three month's full and three month's half after lesser periods; on the Southern and L.N.E. three months' full and three months' half. For compulsorily insured staff the railway companies deducted insurance benefits, but the majority of staff were not compulsorily insured and for these no deductions were made.

The arrangement to safeguard existing rights was only reached after prolonged negotiations, the Railway Executive at first proposing that all staff should be brought under the new standardised arrangements.

Court Award

The Cable and Wireless case was taken to the Industrial Court mainly on the question of deductions. Agreements with the Association of Scientific Workers and the Union of Shop, Distributive and Allied Workers dating from 1944 provided for six months' full pay and six months' half pay if there was a reasonable chance of the employee's returning to work. Cable and Wireless wished to amend this to provide for deduction of full National Insurance benefit from the six month's full pay, with no deductions from staff on half pay except where pay plus benefits was more than full pay. The unions said they recognised that additional benefits under the National Insurance Scheme made some reconsideration of the agreements necessary, and that they had negotiated modifications with other employers. These usually provided for deduction of the employee's personal benefit but not dependent's allowances. The Commercial Cable Co. deducted only 45 per cent. of personal benefit, i.e., the proportion of benefit representing the employer's contribution to total stamp value.

The Industrial Court awarded that the employee's personal benefit only, without regard to dependents' allowances, should be deducted from sick pay during the first six months of sickness. During the second six months there should, as the employers proposed, be no deduction except for any excess of sick pay pay plus benefits over normal pay. (*from "Labour Research."*)

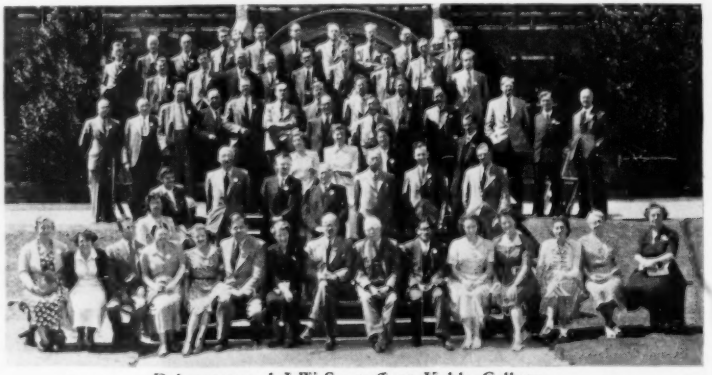
"Small Firm" Conference at Oxford

Cost of welfare amenities and of personnel management in general is a serious matter for smaller firms. Fierce competition for labour demands that they should offer some minimum "facilities," but economic stringency equally ordains a constant watch on expenses. In an effort to arrive at some concensus of opinion the I.W.S. held last month a "Small Firm" conference at Oxford, when it was encouraging to note the general view that the small firm has certain advantages—personal contact between management and workers being the chief—which, properly used, could outweigh a good deal of the more lavish expenditure of the bigger industrial units.

THE Conference which was held at Keble College was fairly well attended and a high proportion of the delegates took an active part in the proceedings. A talk on "Current Trends," by Mr. John Marsh, I.W.S. director, set the ball rolling after the reception proceedings and this was followed on the first full day by Mr. J. A. Hunt's inspiring address on "Human Relations in the Smaller Firm," which aroused a keen discussion. Mr. Hunt's experience, admittedly in a new firm where old outworn ideas have had no chance to crystallise and where the labour-force is of above-average calibre, is a revelation of what industrial democracy can mean in terms of efficiency. Later talks on the same day on "Physical Amenities," by Miss A. S. Bettinson, Deputy Superintending Inspector of Factories, and on "The Place of Personnel Management in the Small Firm," by Mr. Gordon Bevan of the Institute staff were both full of meat and sufficiently provocative to draw numerous questions. Miss Bettinson particularly stressed the need for whole-hearted management goodwill in the provision of washing and cloakroom facilities. These would at first be abused, no doubt, but over a period commonsense would prevail. Management, however, would be well advised to keep a personal eye on the day-to-day running of such services. Mr. Bevan quoted case after case where wise management had made it possible for small firms to enjoy "large-scale" personnel facilities. Here, too, original impetus and continuing drive must be given by top management itself—a simpler problem for small works than for large.

The second day, after a talk on "Catering," by Miss W. McCullough, was devoted to group discussions on a number of set subjects. These produced a large measure of agreement although the too-free rendering of one of the N.I.I.P. "seven points"—on social backgrounds—aroused some objections. Whether or not an applicant's family history has any value to an interviewer, except so far as it may indicate his likely financial demands, can always disclose a variety of opinions!

An interesting account of the bonus system employed by the Cambridge University Press, an "Open Forum" and a summing-up by Mr. C. M. Davis filled the remainder of the Conference programme.



Delegates and I.W.S. staff at Keble College

How Many Firms In Britain?

TOTAL number of establishments with more than ten employees in manufacturing industries in Great Britain in December, 1949, was 55,129. This total is analysed into nine size-ranges in the following Table, which also shows the numbers employed by firms in each size-range.

The Table shows that, of the total of 55,129 establishments with more than ten employees, 41,423 or 75 per cent. had less than 100 employees, and 15 per cent had 100-250. Establishments with 250 employees or more thus represented 10 per cent of the total. The under-100 range accounted for 22 per cent of the total number of employees, whereas at the other end of the scale the 342 establishments with 2,000 or more employees accounted for 18 per cent of total employment.

—	Number of Establishments	Number of Employees			
		Males	Females	Total	Females as Percentage of Total
		(000's)	(000's)	(000's)	
11-24 employees	17,114	201	88	289	30
25-49 employees	14,171	325	173	498	35
50-99 employees	10,138	437	273	710	38
100-249 employees... ...	8,134	767	498	1,265	39
250-499 employees... ...	3,190	687	416	1,103	38
500-999 employees... ...	1,439	643	341	984	35
1,000-1,999 employees ...	601	597	225	822	27
2,000-4,999 employees ...	282	651	160	811	20
5,000 or more employees ...	60	364	102	466	22
Total	55,129	4,672	2,276	6,948	33

Proportion of Women Workers

The last column shows considerable differences between various size-ranges in the proportion of women among the employees. The proportion rises from 30 per cent in the 11-24 range to 39 per cent in the 100-249 range, and drops to 20-22 per cent in the highest ranges. These differences are largely due to the fact that the majority of very large firms are in the heavy industries which employ a small proportion of women, whereas there is a concentration in the middle-range of firms in those industries (including textiles) which employ a high proportion of women.

Productivity: Cotton Spinning

REPORT of the Anglo-American Productivity Team which has investigated productivity in the cotton industry of the U.S.A., states "high productivity and cost reduction are largely the results of efficient utilisation of suitable machines. Acceptance of normal work loads, based on sound methods of assessment, is in the long-term interest of all engaged in our industry and of the country as a whole. In the U.S. production per man-hour is already high, and still increases." If, then, "we are to maintain a fair share of the world's trade, it is our bounden duty to examine every possible means of similarly increasing our own productivity, especially in view of our restricted labour force."

Twenty-Six Items

The Report is a severely practical document. It lists some twenty-six important features of American practice, including: good labour relations; keenness on the part of management to increase efficiency; the use made of time study in the assessment of work loads; flexibility on the part of labour, permitting deployment on large complements of machinery; general acceptance of shift working, allowing expensive machinery to be run weekly for 80 hours on two shifts or 120 hours on three shifts; good working conditions; labour saved through mechanical trucking or conveyor systems, and mechanical lifting of all heavy weights.

Comprehensive recommendations for improving the British industry are made: (1) Productivity on existing machinery should be examined in the light of the large increases in production per man-hour made possible by correct use of modern equipment;

(2) Every possible effort should be made to reduce overhead costs by working machinery for two shifts, if three shifts are not possible, with 40 hours' work a week on each shift;

(3) A constant watch should be kept on figures of absenteeism, time-keeping, and rate of labour-turnover in order to minimize machine-hours lost.

In addition to the foregoing, the Report makes various recommendations on production and technical questions, with special recommendations for horizontally and vertically integrated firms and for manufacturers' coloured woven goods.

PROTECTIVE CLOTHING

A DEPUTATION of trade associations and unions in the retail food trades recently made representations to the Board of Trade on the shortage of protective clothing. The Parliamentary Secretary assured the deputation that this problem was receiving special attention from the committee set up to consider the Cotton Utility Scheme.

More than 500 workers at Walls (Acton) ice-cream and pie factories lunch at Butlin's Camp at Clacton-on-Sea

T.U.C. Wages Policy

THE T.U.C. General Council has adopted a policy which virtually brings to an end the wage stability policy approved in January last, and since repudiated by a number of unions.

The statement issued says: "The General Council must adopt the practical course of recognising that there must be greater flexibility of wage movements in the future than was envisaged in the policy approved by the conference of executives in January. It is firmly convinced that there is no formula which can be devised as to how this flexibility can operate. Its operation must be left to the good sense and reasonableness which has been displayed by unions, particularly in the post-war period, with full account being taken of the continued warning of the General Council that our basic difficulties remain, even if temporarily lessened in their intensity.

"Affiliated organisations will appreciate the interdependence of various sections of the trade union movement in the struggle to secure economic stability, and also the difficulties created by lack of any practicable formula as to how the necessary flexibility should operate. The General Council offers facilities for such consultation as affiliated unions may desire to assist them in the consideration of their problems."

The general secretary of the T.U.C. stated that probably the Special Economic Committee, or a panel drawn from its members, would represent the General Council, if trade unions took advantage of this offer. The panel would *not* have power either to veto or endorse wage claims.

WAGES NEWS

BOOTS AND SHOES.—More than 90,000 boot and shoe operatives have received wage increases under the industry's cost-of-living agreement. Women on the minimum rate got 3s. more and men 4s., with corresponding increases for juveniles; piece-workers received larger increases.

BUILDERS.—The recent annual conference of the National Federation of Building Trades Operatives abandoned its support of the T.U.C. wage-restraint policy and passed a unanimous resolution demanding an immediate application for a "substantial increase" in wages.

CIVIL SERVANTS.—The staff side of the Civil Service National Whitley Council have decided not to press further their dispute over alleged partisan treatment of civil service claims by the arbitration tribunal until they have seen the results of negotiations on current claims and the attitude of the official side in view of the adoption by the T.U.C. of a greater flexibility in the application of wage restraint.

CO-OPERATIVE WORKERS.—After negotiations lasting several months, agreement has been reached on proposed wage increases for 320,000 workers employed by retail Co-operative Societies. Increases range from 6s. a week for male shop assistants in London, to 2s. 6d. for adult female workers. Proposals will be submitted to retail societies and trade union members for ratification, and if approved will become operative on September 3, 1950.

ELECTRICAL CONTRACTORS.—Operatives in the electrical contracting industry have received wage increases of 2d. an hour in the London area, and 1½d. elsewhere, with proportional increases to adult males and operatives under 21 years. Both parties have agreed that a payment-by-results scheme, recommended by the National Arbitration Tribunal in October, 1949, is impracticable in the industry.

ENGINEERS.—The engineering and shipbuilding unions have decided by 326,233 votes to 111,049 to reject strike action and submit their wage claim to arbitration.

MINERS.—The National Coal Board has rejected the claim by the National Union of Mineworkers for an increase of 2s. a shift for day-wage men. The Union has decided to seek an amendment of the miners' cost-of-living agreement so that wage increases obtained under it would benefit lower-paid workers more than others.

RAILWAYMEN. — The National Union of Railwaymen has accepted the Railway Executive's offer to improve the rates of the lower paid workers by increases ranging from 3s. 6d. to 6d. per week. Their annual conference has now instructed the executive to submit a new claim for a substantial wage increase for all members of the union "at an appropriate date." The other two unions—the Associated Society of Locomotive Engineers and Firemen, and the Railway Clerks' Association—have rejected the offer. Few members of the A.S.L.E. & F. are affected by this claim, as the union caters mainly for the skilled, more highly paid grades. The R.C.A. has decided to submit another claim for an all-round increase of 7½ per cent for salaried staffs, and the A.S.L.E. & F. have asked for an increase of 15 per cent on wages of all members.

N.J.I.C. for Basket Makers

AS a result of discussions between representatives of employers and workers in the Basket Making Industry, agreement has been reached for the establishment of a National Joint Industrial Council, which has now been formally constituted by the Ministry of Labour. Membership of the Council is composed on the employers' side of representatives of the Employers' Federation of Cane and Willow Workers' Associations of Great Britain and Ireland and the National Association of Workshops for the Blind; on the employees' side the unions represented are the National Union of Basket Cane, Willow and Fibre Furniture Makers of Great Britain and Ireland, the National Union of Furniture Trade Operatives, and the National League of the Blind. Chairman is Mr. Victor Collins, O.B.E., (employers), and the vice-chairman is Mr. H. Cook (trade union). Joint secretaries are Mr. J. B. Sillence (employers) and Mr. J. Farnam (trade union).

"Cover Boy" in last October's issue, Peter King (*left*) **enjoys a joke with Tony Dunford at Watson House, North Thames Gas Board's training H.Q. in Fulham. Both have gained "Staff Pupilships," a special award for apprentices billed for junior executive posts with the organisation**
(*see also picture—page* 67)

Woman-Power Up

A STEADY return of women to paid employment in the past two years is responsible for an increase in the working population.

Of 7,260,000 women available for work at the end of May, only about 80,000 were unemployed. Two years ago there were 7,089,000 women in the labour market.

The male working population has remained almost static for the past two years at about 16,000,000. The decline of 27,000 in May was due entirely to men.

Unemployed registered on June 12, totalled 282,000, compared with 314,700 for the previous month. This former figure represents 1.4 per cent of total insured.

Manpower in basic industries increased by 5,000; being increases of 3,000 in transport and 3,000 in agriculture, with a decrease of 1,800 in mining. Employment in manufacturing industries increased by 3,000; increase of 5,000 in food, drink and tobacco and a decrease of 4,000 in clothing.

Among those attending the Ashorne Hill Training Officers' Course (*see story page* 69) were (*L. to R.*) back row: Messrs. Stirzacker, Collis, Mortimer and Smiles; front row: Messrs. Tidman, Mudford, Denham and Wall, all from the North-East area of the British Iron and Steel Federation

Tuberculosis In Industry

SPEAKING at the recent conference of the Association of Industrial Medical Officers at Ashorne Hill, Leamington Spa, Dr. A. Gordon Evans (*Mass Chest Radiograph Service, Birmingham Regional Hospital Board*) stated that about 70 per cent of people infected with tuberculosis fell victims to the disease by the time they reached the age of 21. The most vulnerable age group was 15-24.

From a tuberculin and mass X-ray survey in factories in the Birmingham area it was found that at the age of 15, 47 per cent of females and 50 per cent of males were *Mantoux positive*. After an initial drop there was a steady rise so that at the age of 20, 64 per cent of females and 74 per cent of males were Mantoux positive. It appeared, therefore, that a considerable proportion of new entrants had their first infection during their early years in industry. Charts showed that in all age groups, out of a total of 47,689 individuals examined in the Board's area, 303 cases of active pulmonary tuberculosis were discovered —.45 per cent of the total; the average for the country was .39 per cent. Dr. Evans said that he thought firms would be well advised to take on new apprentices subject to a satisfactory medical examination, which would include chest X-ray.

He acknowledged the valuable help given by large firms in co-operating with the mass radiography scheme. In the course of discussion regret was expressed that industrial medical departments were not told the results of these investigations, though they gave every facility for the X-ray examinations.

A DEPUTATION from the Equal Pay Campaign Committee, representing a large number of national organisations, recently attended at the Ministry of Labour to urge the Government to take a lead in supporting the adoption of international regulations to give effect to the principle of equal remuneration of men and women workers for work of equal value.

Chemical Works Safety Conference

THE Chemical Works Safety Conference, organised by Ro.S.P.A. on behalf of the Association of British Chemical Manufacturers, will be held at the Royal Hotel, Scarborough, from September 29—October 1, 1950. Although intended primarily for the chemical industry, the programme contains items of interest to management and personnel of other industrial groups. Among the papers which will be read are: *Safety in the Services Department; Fire Hazards and Precautions in the Petroleum Industry; Fire Hazards and Precautions in the Use of Solvents; Investigation of the Causes of a Fire; Fusion Welded Pressure Vessels.*

Fee for the Conference, including accommodation, is £6, and application forms may be obtained from: The Royal Society for the Prevention of Accidents, Industrial Safety Division, 131 Sloane Street, London, S.W.1.

Power-Cuts Next Winter?

DESPITE efforts to expand electricity generating capacity, it is estimated that there will still be a substantial deficit during peak periods next winter, and to avoid risk of dislocation of industry, load spreading arrangements will be necessary. The Electricity Sub-Committee consider that the position as regards the midday peak will be improved so as to warrant confining the peak hours for industry during the morning to the period 8 to 9.30 a.m., although care will be necessary up to noon. During the hours 8 to 9.30 a.m., for December, January and February, a reduction of at least 10 per cent will be required of industry. Afternoon peak hours will remain unchanged at 4 to 5.30 p.m., when a reduction of 10 per cent will be required during December to mid-January.

In view of the inconvenience and difficulties to employers and workpeople involved by the staggering of hours of work, Regional Boards are asked to pay special regard to the need to avoid this method of load spreading as far as possible.

I.P.M.'s New Director

MR. H. E. Roff, personnel director of Mars Ltd. of Slough, has been nominated to succeed Dr. C. H. Northcott as Director of the Institute of Personnel Management and will take up his appointment at the beginning of September. Mars Ltd. have a very high reputation in the industrial personnel and welfare field and the practical experience which Mr. Roff has gained with the company will, we feel sure, be of the greatest value to the Institute. As has already been reported, the I.P.M. headquarters are now at "Management House," 6 Hill Street, W.1. (Tel.: GRO. 6000.)

For Young Workers

KILVROUGH MANOR, 900-year-old mansion, eight miles from Swansea, on the Gower Peninsula, opened as a holiday centre for young people on July 8. It is the third centre and has been purchased and equipped by the National Association of Girls' Clubs and Mixed Clubs from the South African Aid to Britain Fund, the two others being Avon Tyrrell, in the New Forest—H.R.H. Princess Elizabeth, a vice-patron of the Association, performed the opening ceremony last year—and Kilmory Castle, in the Western Highlands.

Boys and girls who are 17 years or over pay £3 10s. a week; 15- to 17-year-olds £3 a week; the "under 15s" £2 10s. a week. The season closes on September 30.

PARLIAMENTARY PARAGRAPHS

Employment (Bookbinders)

THE Minister of Labour was asked whether he was aware of the shortage of bookbinders and what steps he was taking to deal with it.

Mr. Isaacs stated that courses were available to disabled persons under the Vocational Training Scheme. Other courses were available at two training centres, and there was a full-time course lasting four years in employers' establishments. He added that he had recently initiated some discussions which he hoped would improve the intake of skilled workers into this industry.

(*June* 13, 1950.)

Building Operatives (Overtime)

THE Minister of Labour was asked several questions regarding the ban on overtime working in the building industry.

In reply, the Minister stated that in a certain case, which had since been settled by arbitration, other circumstances relating to working of overtime were in dispute. As regards the general question of working hours in the building industry, this was a matter for both sides of the industry. The overriding consideration must be that of output and the industry was studying the problem of increased productivity. (*June* 13, 1950.)

Factory Acts (Nationalised Industries)

ASKED the number of prosecutions of nationalised industries by the Factory Inspectorate, the Parliamentary Secretary to the Ministry of Labour stated that in 1948 there were four prosecutions against nationalised undertakings out of a total of 891, and in 1949 there were nine out of a total of 1,080. Aggregate fines were £86 and £148 5s. respectively. (*June* 20, 1950.)

Industrial Injuries (Assessments)

THE Minister of National Insurance was asked: (1) by what means a workman, insured under the Industrial Injuries Act, who is unable to appeal against a provisional assessment within two years of its being made, can obtain information as to the reasons for the findings of the medical board; (2) whether she was aware that in some cases medical boards made a provisional assessment coupled with an estimation of loss of faculty terms offset or not due to the injury itself, and whether she would give instructions that in such cases a full diagnosis be given to the workman or his trade union representative.

Dr. Summerskill replied that under the regulations claimants for disablement benefit received written summaries of the medical board's findings, subject to a few exceptions where it would not be in the claimant's interest. Such summaries should include diagnosis of abnormal conditions, whether or not they were caused or made worse by the accident.

The Minister was also asked whether she was aware that a workman could only appeal against an assessment on the question of whether loss of faculty was likely to be permanent or not; that the insurance officer had right to appeal, although the workman had not; and what alterations in the regulations were contemplated to remedy this disparity. The Minister stated that she was watching the working of these provisions with special care. (*June* 20, 1950.)

Building Trade Apprentices

THE Minister of Labour was asked whether, in order to prevent loss to the trade of skilled men, building apprentices could do their National Service in those branches of the Service where they would be kept in contact with work for which they were trained.

Mr. Isaacs replied that this was done where practicable, but the amount of building trade work in the Forces was limited. (*June* 27, 1950.)

Elderly Persons

THE Minister of Labour was asked what steps he was taking to facilitate the employment of persons over 60 years of age.

Mr. Isaacs replied that he had already raised this matter with representative bodies in industry who had promised to do all they could to make use of older persons, and local employment offices had been instructed to persuade employers to consider older men on their merits. (*June* 27, 1950.)

Wages (Government Policy)

THE Chancellor of the Exchequer was asked whether there had been any alteration in Government policy as regards wages since his Budget Statement.

Sir Stafford Cripps stated that although our economic situation appeared more favourable there was still a great need for continued restraint in the matter of personal incomes. We could not afford at present anything but a limited degree of relaxation of the very rigid standards laid down after devaluation and he hoped that those concerned with the fixing or negotiation of personal incomes would bear in mind the principles set out in the White Paper and the continued need for restraint.

(*July* 3, 1950.)

Young People (Advice)

THE Minister of Labour was asked what encouragement was given in schools to pupils to undertake technical, industrial and craft employment as compared with clerical employment; and what was the proportion of openings in the former work compared with the latter.

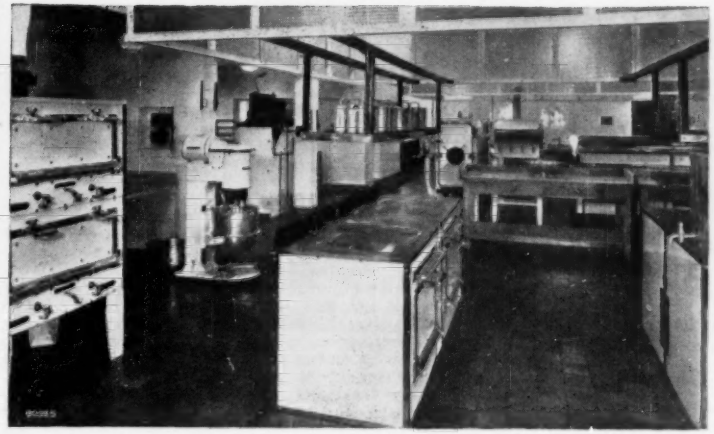
The Minister stated that advice on choice of employment was available through the Youth Employment Service and every effort was made to consider the aptitudes of young people and encourage them to take the type of work most suited to them. No information was available on the latter part of the question. (*July* 6, 1950.)

Modern wash fountains with liquid soap dispensers in the new Becton Welfare Block of the North Thames Gas Board

'Make-Ready' for Meals

By H. M. HARMAN

Factory Planning Engineer



Pastry preparation section of modern installation for Petro-Chemicals Ltd., of Carrington, Cheshire, is finished in cream vitreous enamel with chrome mountings *(courtesy: Crittall Kitchen Equipment Co. (1950) Ltd.*

PREPARATION rooms should receive as much attention when planning the canteen layout as the kitchen itself. It is here that all the hard work of the kitchen is carried out and hundreds of wasted steps each day will be the result of bad planning. In an article, published some months ago, dealing with the general arrangement of the kitchen it was shown how the preparation rooms should always be planned adjacent to the store rooms and to the cooking equipment. The object of this arrangement is to save steps. This will be really appreciated by a busy staff.

The internal arrangement of the rooms will depend to a large extent upon the number of diners, but certain features will predominate regardless of this number.

Meat Preparation. The main requirement in the meat preparation room is a chopping block large enough to take a whole side of beef and a good, stout block can be made from 7 in. thick hornbeam; if you have the top made reversible you can get twice as much life out of it. A strong table about the same size is also needed for cutting up carcases. A power-operated mincing machine for using up the left-overs will save many a weary hour of hand turning and a machine with an electric motor will handle about 10 lb. per minute. For a large canteen a sausage machine is a useful investment and if desired the sausage machine and mincing machine can be had as one unit.

Fish Preparation. The preparation of fish is invariably accompanied by smell and mess; therefore it is as well to keep it isolated from other kitchen functions. The actual preparation room itself requires little in the way of equipment however. Plenty of table space and a sufficiency of sinks will satisfy. For storage purposes a cold room or refrigerator will be found economical.

Pastry. In a small canteen the preparation of pastry will be done in the main part of the kitchen, but it is worth while allocating a separate room for it in the larger organisation. Plenty of shelves are needed for the storage of utensils and groceries which are in current use. Further than that a marble slab and a stainless steel sink are the main features.

A modern mixing machine will prove an economy as it will save much time during a busy morning. A number of removable bowls will be required for the purpose of mixing other commodities besides pastry, as a machine of this description should be made to earn its keep.

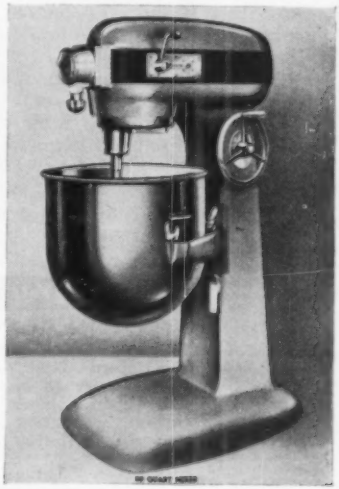
Vegetable Preparation. Do not economise on space in the vegetable preparation rooms. The process is one which requires all the space possible and a good proportion of this should be taken up with sinks and draining boards to ensure that the cleaning of the vegetables is carried out in the most hygienic manner and as quickly as possible. The sinks are the most important part of the layout. Washing must be thorough as vegetables can often contain so much dirt and harmful bacteria. Heavy welded steel sinks with rounded corners are indicated and they should be "hot-dip" galvanised after manufacture to ensure water-tightness and to obviate any corners where dirt can accumulate; a convenient size is 3 ft. by 1 ft. 9 in. by 12 in. or 14 in. deep. Draining boards are required on either side of each sink and these should be of Rangoon Teak or the nearest available equivalent. The teak should be carried around the top edge of the sink and level with the draining board. This will make the job of vegetable cleaning a little bit more comfortable in the cold weather, also the wooden coaming will serve to protect the sink from damage by buckets.

All canteens of any size rely on mechanical means for peeling potatoes and a word on this valuable labour-saving equipment will not come amiss. Roughly 10 cwt. of "spuds" should be allowed for each 1,000 meals and this amount represents 2½ hours work for an average-sized machine. Since as a general rule the preparation of potatoes can be commenced as soon as the kitchen staff arrive each day, it should be possible for the whole job to be got through on time. If, however, a sufficient quantity of peeled potatoes is not ready for the cooks when required, additional machines will have to be provided.

Points to Watch

Care should be exercised in choosing potato peelers. Watch for the fact that on some machines of poor quality the water has a habit of leaking through the

(*Concluded on page* 89.)



This 30 quart general-purpose mixer by Swift and Swallow Ltd. is a modern streamlined job for the food preparation room

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(11) Property
(12) Printing
(13) Plant and Maintenance
(14) Textiles

Summary of Official Publications and New Rulings

STATUTORY INSTRUMENTS

No. 887. (S.58) The Fire Services (Conditions of Service) (Scotland) (Amendment) Regulations, 1950. Dated May 30, 1950, made by the Secretary of State for Scotland, under Sub-section (1) of Section 17 of the Fire Services Act, 1947 (a). *H.M.S.O.* 4*d*. (Amend the Fire Services (Conditions of Service) (Scotland) Regulations, 1948 (b) in regard to rates of pay, long-service increments, provision of residential accommodation, compensatory grants, etc. Operative as from June 1, 1950).

No. 923. The Ironstone and Shale Mines (Locomotives) General Regulations, 1950. Dated June 6, 1950, made by the Secretary to the Ministry of Fuel and Power, under Section 86 of the Coal Mines Act, 1911 (a). *H.M.S.O.* 2*d*. (Modify the Coal Mines (Locomotives) General Regulations, 1949, for the purpose of their application to ironstone and shale mines in respect of weight of locomotives, usage, minimum age of drivers, etc. Operative as from June 21, 1950.)

No. 927. The Retail Newsagency, Tobacco and Confectionery Trades Wages Council (England and Wales) Wages Regulation Order, 1950. Dated June 7, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 4*d*. (Amends Order R.N.T. (3) and (4) regarding fixing of statutory minimum remuneration for clerks and transport workers and the exclusion of certain delivery workers from the operation of this Order. Operative as from June 26, 1950.)

No. 937. The Retail Newsagency, Tobacco and Confectionery Trades Wages Council (Scotland) Wages Regulation Order, 1950. Dated June 9, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b) *H.M.S.O.* 4*d*. (Revokes Order R.N.T.S. (3) and sets out statutory minimum remuneration payable. Operative as from June 26, 1950.)

No. 1055. The Wages Regulation (Industrial and Staff Canteen Undertakings) (Amendment) (No. 2) Order, 1950. Dated June 26, 1950, made by the Minister of Labour and National Service under Section 8 of the Catering Wages Act, 1943 (a). *H.M.S.O.* 1*d*. (Amends provisions relating to statutory minimum remuneration contained in the Wages Regulation (Industrial and Staff Canteen Undertakings) Order, 1948 (as amended by the 1950 Order), by providing that overtime rates and rates for time worked on customary holidays shall in the case of all workers be based on the minimum remuneration for workers who are provided with such meals as are available whilst they are on duty. Operative as from July 17, 1950).

Draft. The National Insurance (Seasonal Workers) Regulations, 1950. Dated . . . , made by the Minister of National Insurance under Section 13 (4) of the National Insurance Act, 1946 (a), and the National Insurance Joint Authority (b), under Section 10 (3) of the Act. *H.M.S.O.* 2*d*. (Prescribe additional conditions for receipt of unemployment benefit by seasonal workers in periods when they are not normally unemployed and, in certain circumstances, for their contributions as self-employed or non-employed persons to be taken into account for unemployment benefit.)

Draft. The National Insurance (Industrial Injuries) (Colliery Workers Supplementary Scheme) Amendment Order, 1950. Dated . . . , made by the Minister of National Insurance under sub-section 8, Section 83 of the National Insurance (Industrial Injuries) Act, 1946. *H.M.S.O.* 2*d*. (Amends the Colliery Workers Supplementary Scheme relating to rate of supplementary pensions under the scheme during hospital treatment, calculation of pre-accident earnings, etc.)

GENERAL

Notes on the Diagnosis of Occupational Diseases, prescribed under the National Insurance (Industrial Injuries) Act, 1946. Issued by the Ministry of National Insurance, July, 1950. *H.M.S.O.* 1*s.* 6*d.* These notes are for the most part prepared for guidance of medical practioners who are asked by the Ministry of National Insurance to examine and report on claimants to benefit under the Act, but it is hoped they will be of help and interest to others.

Researches on the Measurement of Human Performance. Issued by the Medical Research Council, April, 1950. Report No. 268. *H.M.S.O.* 4*s.* The investigations reported consist of attempts to develop controlled methods for studying and measuring behaviour in sequence and for determining the relations of the items of behaviour as they occur within the sequence. It deals in detail with tests undertaken to determine (i) what happens when men are required over long periods to watch or listen for hardly distinguishable signals occurring irregularly at unpredictable intervals; and (ii) what happens when sensory, intellectual or muscular work has to be kept up for a long time under increasingly difficult environmental conditions.

INDUSTRIAL COURT AWARDS

No. 2260. Railway Shopmen. Reference: To determine claim that the allowance of 12s. per week paid to Grade I fitters and Grade I electricians employed on Outdoor Machinery Services work be applied pro-rata to all classes of skilled, semi-skilled and unskilled workers employed on that work. Award: The Court awarded that Grade I bricklayers, Grade I carpenters and Grade I smiths also be paid an allowance over their normal rate, the amount to be negotiated by the parties in relation to the allowance of 12s. per week now paid to Grade I fitters and electricians. (*May* 23, 1950.)

No. 2261. Saw Mill Industry. Reference: To determine a claim for a universal minimum rate for qualified adult woodcutting machinists and sawyers of 2s. 9d. per hour, with specific district rates varied up to 2s. 10½d. per hour; overtime at time-and-a-half for the first four hours and double time after; annual holidays to be two weeks instead of one, after a year's service. Award: The Court awarded that where the existing rate is 2s. 7½d. there shall be an increase of 1d. per hour; where the rate is 2s. 8d., an increase of ½d. per hour. The Court found against the claim for overtime and holidays. (*May* 31, 1950.)

No. 2262. Hollow-ware Industry. Reference: To determine a claim that the firm should observe the Guaranteed Week Agreement, April, 1946, in respect of eleven toolmakers, and pay each of them the proportionate rate for December 29 and 30, 1949. Award: Claim not established. (*May* 31, 1950.)

No. 2263. Glass Container Industry. Reference: For amendment of agreements in respect of week-end allowances and annual holidays. Award: The Court awarded an increase of the week-end allowance (to be based on 50 per cent, instead of 25 per cent, of basic rate for Saturday afternoon and early Monday morning), but referred back the question of holidays for further negotiation between the two parties. (*June* 3, 1950.)

No. 2264. Sugar Beet Refining Industry. Reference: To determine a claim that annual holidays with pay be increased from one week to two. Award: In favour of claim; operative as from January 1, 1951. (*June* 15, 1950.)

No. 2265. Drivers and Conductors of Public Service Vehicles in Carmarthen. Reference: To determine a claim that wages and conditions of drivers and conductors employed by two firms in Carmarthen were not in accordance with Section 93 (1) of the Road Traffic Act, 1930. Award: The Court found that the wages and conditions were not in accordance with the Act, and awarded in favour of the workmen. (*June* 16, 1950.)

NATIONAL ARBITRATION TRIBUNAL AWARDS

No. 1443. Salary Scales of the Clerical Staffs Employed at the Head Office of the City of Glasgow Friendly Society.

(*Continued on page* 90.)

How to cut absenteeism

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The main cause of lost time in industry, according to the Medical Research Council, is sickness absence. Much of this absenteeism can be traced to the transmission of contagious ailments through the use of communal towels.

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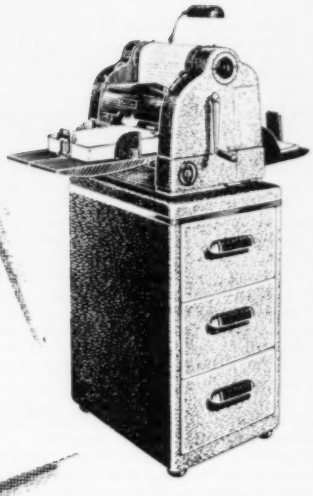

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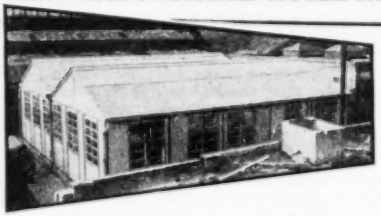

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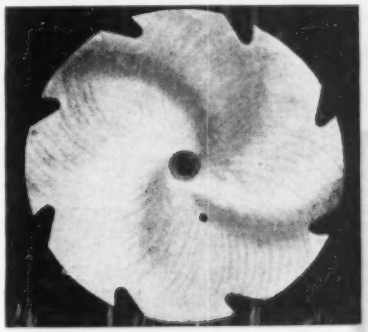
INDUSTRIAL EQUIPMENT That Raises Production Efficiency

New Saw Blade Cuts Costs —and Saves Fingers



IMMEDIATELY following the end of the war, a German Government organisation concerned with the supervision of the safety devices used in industry, asked the firm of Wilhelm Grupp, makers of woodworking tools and machines, to design a saw blade which would reduce or eliminate accidents. The new blade was first introduced into Europe early last year where it was thoroughly tested in woodworking plants, schools and universities with unanimously favourable reports. Since that time it has been tested under production conditions by the head of a leading American woodworking plant (*Gamble Bros., of Louisville*), who hailed it as "the most significant development in the cutting tools field since the introduction of anti-friction bearings in the woodworking industry." The Forest Products Laboratories, U.S. Department of Agriculture at Madison, Wisconsin, and the National Lumber Manufacturers' Association have also tested this new blade for kick-back safety and power saving.

Accidents occur either directly when hands come in contact with the rotating blade, or indirectly by "kick-back" when pieces of wood are thrown against the operator.

Grupp approached the problem by developing a blade with an entirely novel design.

Instead of the conventional circular saw blade, which is sub-divided into teeth covering the whole periphery, the new blade has a perfectly circular periphery interrupted at considerable intervals by teeth (generally eight), which protrude only slightly beyond the periphery.

By holding down the size of the tooth to a minimum, it was found that the tooth could no longer grab pieces of wood contacting the blade and throw them against the machinist. Furthermore, a hand coming in contact with the blade could not be grabbed by the teeth, pulled into it, pressed against the saw-table and torn to pieces. If contact is made, the hand rides on the circular periphery and gets only slight cuts.

More Efficient

In spite of the safety advantages of this unusual blade, one might be doubtful of its cutting qualities and wonder if it would even cut at all.

On the contrary, the blade, it is said, has proved to have better cutting qualities than previous types. In commenting on the safety principles of this new introduction, the American journal *Safety Engineering*, suggests that saw blades with a large number of teeth, sometimes as many as a hundred, are based on an outmoded conception of the cutting process.

The conclusion is, therefore, not only that it is not necessary to have so many teeth to cut wood, but also that to have too many teeth is a liability and adds to the danger of operation.

Tests made with a wide variety of woods and under varying feeds in Germany, have shown an all-over power saving of 30 per cent. The University of Zurich, Switzerland, tested the power consumption on the saw blade shaft and on the feeding separately, and arrived at a 18-30 per cent saving on the shaft and 20 per cent on the feed.

(SAFETY)

Interlock Press Guard

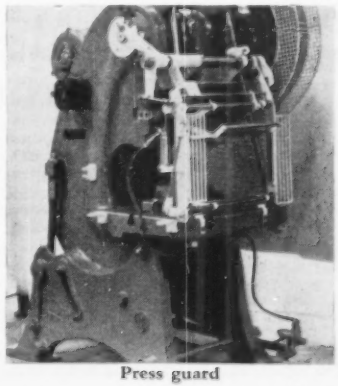
EASY to install and inexpensive, these foot-operated, interlock press guards offer increased production because workers' hands are left entirely free to handle work. They thus eliminate fatigue by reducing physical effort. Also they give increased safety because they are designed so that complete closure of the guard is necessary before the clutch can be engaged.

These guards can be supplied for either mechanical or pneumatic operation, and in both types closure is planned to take place before the clutch can move to engagement.

The two movements are entirely distinct, and if necessary the guard can be closed and maintained without the clutch automatically engaging. In the case of the pneumatically-operated type, it is arranged that the compressed air cylinder is confined to closing the guard and not to engage the clutch.

Operator's Control

It is important that complete closure of the guard shall precede clutch engagement. This can be achieved more certainly by the system in question, where clutch operation is directly controlled by the operator, thus avoiding premature clutch engagement due to faults or maladjustments. **(PM/266.)**



Press guard

Driveway Signal

ALTHOUGH designed primarily for garage and service stations, the B.M.L. Driveway Signal can be used at the entrance to warehouses, factories, etc. Operation is quite simple and entirely automatic. As soon as a vehicle runs over the special "tread" placed across the driveway or entrance the alarm bell rings inside the building or in whatever location it has been placed. The mechanism is quite portable and can be moved from place to place (daily if necessary) and requires the normal 230 volt A.C. current supply to operate it. **(PM/267.)**

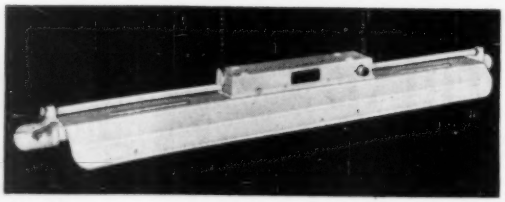
Magnetic Sweeper

NAILS, screws and small pieces of metal are swept up quickly and safely by a new magnetic floor sweeper which is now on the market. The sweeper is simply wheeled along and its ground clearance of 1¼ in. allows for a considerable amount of magnetic material to be picked up. The magnets are enclosed in a stationary cylindrical case, protected by a bumper bar. To discharge the metal picked up it is only necessary to rotate the bumper bar and the cylinder becomes demagnetised. **(PM/268.)**

(LIGHTING)

Dust-Proof Fluorescent

TO enable the advantages of fluorescent lighting to be obtained in industries where the atmosphere is dust or vapour laden, two new types of fluorescent lighting fittings have been introduced, with all the parts sealed off that would be affected by dust or vapour. Both fittings are of similar basic design but differ in detail and method of sealing, according to working conditions. Tough light alloy is used throughout and the control unit is mounted centrally on top of the reflector. The wiring is taken to each lampholder through heavy gauge tubes, sealed off at each junction. The reflector is of the open-ended pattern



secured to the central unit by two finger-operated positive fixings. These fittings are designed so that there are no wells or channels to hold moisture and the use of gaskets and glands prevents moisture from reaching control gear, lamp-ends and lampholders. The dust-proof fitting, by means of felt gaskets, is for use in textile mills, colleries, cement mills, etc., and other places where the atmosphere contains dust or fluff. The vapour-proof fitting has special washers sealing the lamp-ends to allow its use in moist or wet atmospheres. **(PM/269.)**

Textile "Stroboloom"

A NEW instrument for the textile industry is the *Stroboloom*, which is a source of "stroboscopic" light, which can be automatically locked to the movement of the machinery under investigation so that the shuttle on a loom may be viewed "stationary" at any desired position in the weft. Shuttle speed may be measured with accuracy and the equipment also enables the development of weaving faults due to shuttle defects to be located.

For other industries there is the *Stroboflash*, which works on a similar principle and permits the examination of revolving, reciprocating or vibrating mechanisms under working conditions. Direct calibration permits accurate speed measurement to be made in the range 600 to 14,500 r.p.m. If necessary, the practical range can be extended to about 100,000 r.p.m. by using multiples of the flashing speed. **(PM/270.)**

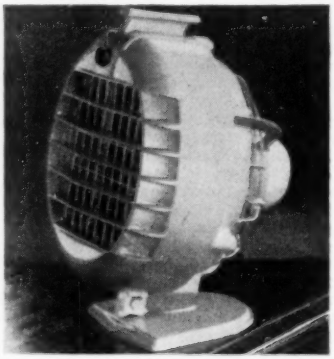
(HEATING & VENTILATION)

A Novel Space Heater

SOMETHING new in space heating is available in this product, which has a number of special features, including a motor-driven fan, which gives positive air circulation with an absence of cold spots associated with ordinary types of heater.

The rapid circulation of air ensures a quick warm up, and this is of particular advantage in rooms used intermittently, such as board rooms, consulting rooms, interviewing offices, dining-halls, etc. A large air volume with low temperature rise ensures maximum comfort conditions.

The forced air circulation with thermostatic control maintains the desired temperature and reduces the power consumption. In the case of the model illustrated a thermostatic control is supplied as an extra. The fan can also be run independently in hot weather to promote air circulation.



The heating element is of nickel-chrome wire and incorporates an auto-thermal cut-out. There is also a manual switch.

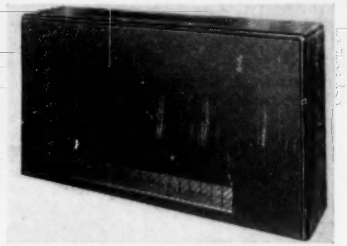
A smart appearance is obtained by a 9 in. diameter die-cast aluminium casting, which is attractively stove-enamelled in blue or bronze. A quiet-running motor driving a propeller-type fan gives approximately 100 c.f.m. The voltage range is 200-250. **(PM/271.)**

INDUSTRIAL EQUIPMENT
That Raises Production Efficiency

Air Cooler

DESIGNED for summer cooling and air dehumidification, the floor-type cooler shown in the illustration is particularly suitable for installation in offices, canteens, stores, etc., where space cooling is desirable for comfort and health. It is intended for use where a supply of cold water is available, or with direct expansion refrigerants.

This "Vectair" cooler maintains a constant circulation of cooled and dehumidified air and it is a compact unit of exceptionally neat and pleasing design. When desired it can also be used for winter heating, either a steam or hot water supply being needed for this purpose.



The casing is of stout gauge sheet steel, and the cooling compartments are lined with ½ in. rigid insulation. The interior of the cabinet is painted to resist corrosion and the front panel is removable for access.

The coils consist of copper tubes expanded through smooth copper fins and brazed into copper headers. Cooling coils have tinned fins, and steam-heated coils plain copper fins. Forward-curved, multi-vaned, double-width and double-inlet fans are securely fastened to the fanshaft running in self-aligning bearings.

The motor is coupled by a vee belt drive to the fan pulley, and the motor platform is arranged to permit belt tension adjustment. The filters are of the flat, dry type, non-ferrous metal wool variety. The cabinet exterior is finished in dark brown crinkle. **(PM/272.)**

Conditioning Unit

THIS air conditioning unit was produced to meet a demand for self-contained units in living and sleeping quarters in tropical countries. It circulates, cools, filters and dehumidifies the room air and, in addition, fresh air from outside the room can be introduced for ventilation purposes. It is simple to operate, by a single knob control. Directional louvres direct the air current in the desired direction. Simplicity is the keynote of the installation, and no major structural alterations are necessary.

The "Climatizer" has been designed to operate in temperatures up to 105 deg. F. It can effectively cool and humidify rooms up to 4,600 cu. ft. in capacity.

The unit itself is sturdily constructed to resist tropical conditions and transport. Both motors are suitably "tropicalised," whilst the chassis is galvanised to resist corrosion.

The outside casing is constructed in sheet steel, finished in an attractive brown ripple with bronze inlet and discharge louvres. The whole unit is thoroughly sound- and heat-insulated with vermin-proof material, with working parts resiliently mounted to avoid noise and vibration.

The steel cabinet contains a compactly-designed, quiet-running, condensing unit, driven from a 1 h.p. motor wound for standard single-phase, 50 cycle electric supply. The direction of the cool air discharged from the unit is easily adjusted in a forward direction through an angle of 90 degrees.

(PM/273.)

(WELFARE)

Glass Washer

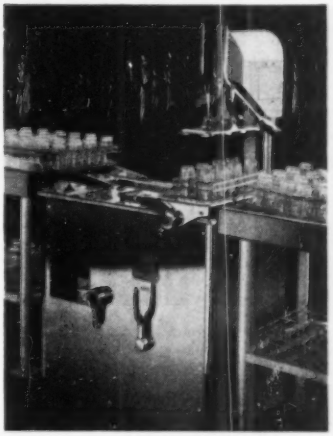
GLASSES can be scrubbed, polished, rinsed, disinfected and dried in this new and ingenious completely automatic washing machine, constructed principally of stainless steel and other corrosion-resisting materials.

The castings employed in the carriage head are of light alloy, anodically treated, with a high-gloss finish, readily maintained. The gunmetal pump is of the finest quality.

The operation of the machine is extremely simple. Glasses are placed in the basket, which, in turn, fits into the recess on the table of the carriage. By releasing the spring pressure, the upper portion of the table carriage is depressed downwards, projecting the glasses on to the revolving brushes in the scrubbing tank. The glasses, on contact with the brushes, also revolve, thus ensuring complete scouring of the surfaces, both inside and out, and by contact with the brushes fixed to the carriage head, also ensuring that the bottoms of the glasses are properly scoured.

The water used should be approximately 100 deg. F. to 140 deg. F., in conjunction with any recommended detergent.

Glasses of all sizes and shapes and contours, from 2 in. to 9 in. high and up to 3½ in. wide, can be handled easily in this machine. **(PM/274.)**



The new glass-washing machine described above

To Limit Noise

APPARATUS designed for investigation into noise sources and for the production testing of appliances where the limitation of noise is an important factor, is the *NMT* noise measuring instrument. The appliance under test is brought to a standard distance from a small microphone and an indicating meter on the instrument records directly the resulting noise level. Alternatively a small contact microphone which does not pick up extraneous noise may be clipped to the appliance. The *NMT* model is housed in a grey stove enamelled steel cabinet with front panel meter and controls, and is quite portable. **(PM/275.)**

This "Rex" dispenser provides an economical and uncontaminated supply of barrier cream for workers. Strongly constructed, to screw on to wall. (PM/276.)

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(GOODS HANDLING)

Hydraulic Squeeze-Clamp

WITH the use of the hydraulic Squeeze Clamp fork truck attachment, pallets can be eliminated for certain goods as suitable loads are lifted, conveyed and deposited without pallets, dunnage, stillages, etc. The attachment consists of two movable jaws which open out to a maximum width of 5 ft. Two parallel double-acting jacks, opposite to each other, close the clamp arms on to the load by flood pressure supplied from the normal truck hydraulic system. Control is by a single selector mounted on the right of the operator. Not only can handling costs be cut by eliminating pallets, but the use of the attachment can, in many cases, save a considerable amount of storage space. (PM/277.)

Showing the Squeeze Clamp (above) in action

(GENERAL)

Burnisher

NUMEROUS unique features are incorporated in the "Premacto" burnishing and de-burring machine. The machine is designed to handle all metals, but is particularly useful for the polishing of silver, etc., without scratching and marking, for the removal of burrs and for the production of a finely polished surface on such things as watch and clock gears, instrument parts, etc.

One of the most interesting features is the shape of the revolving drum, which is on a series of carefully-designed and calculated angles and baffles. It is lined with hard rubber so that no metal whatever comes into contact with the articles being treated. The door is liquid-tight and is withdrawable by a quarter turn on a hand wheel. The polishing media are hardened, precision-ground glass balls, which are impossible to break with a hammer.

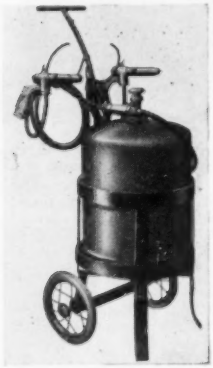
The casing is made in two halves, the top portion being easily removable to permit access to the drum, motor and driving gear. It is of heavy gauge steel, rust-proofed before enamelling and finished in a true thermo-setting plastic which is immune to grease and oil. The drive is from an electric motor through a worm reduction gear running in oil and with a final chain drive with tensioning sprocket to the flanged rollers on which the drum rotates.

When used for polishing the machine is run wet, a charge of special liquid being inserted, but when used for de-burring it is run dry. Push button controls make for easy operation and there is also a timing control and dial. This can be set from one to twenty minutes and the drum will automatically stop with the drum door opposite the opening in the casing. (PM/278.)

Portable Blowlamp Unit

TWO soldering irons can be used for approximately fifty hours each at full pressure for a cost of 2d per hour per lamp from this new portable unit.

The gas used is Butagas, and the container holds 32 lb. of this gas. It is easily available in light steel containers, which are supplied in standard form.



The illustration shows the complete unit, with a circular carrier, but this, in future, will be square, as some of the 32 lb. cylinders have square bases.

Two types of carriers are available at the same cost. One can be supplied fitted with light rubber-tyred wheels (as shown in the illustration), or another version can be had fitted with solid cast-steel wheels for heavy duty.

The carrier consists of a handle which is attached to a steel framework, and on to this framework is mounted an axle and the two wheels. Support brackets are incorporated so that when at rest the container can be left in an upright position. The screw valve for controlling the gas flow is fitted in the top of the cylinder.

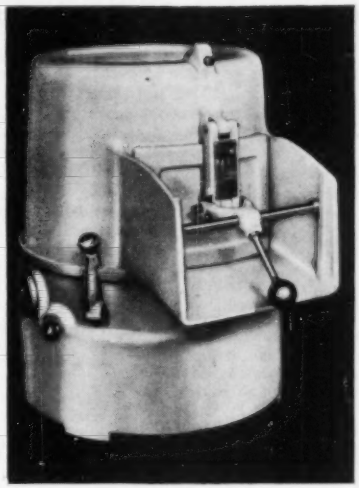
The standard length of hose supplied is 6 ft., but this length can be altered to suit customers' requirements. The outfit is marketed as a complete unit, comprising a manifold connection, two 6 ft. hose extensions, complete with fittings, two blowlamp heads and the carrier, fitted with either rubber-tyred or cast wheels. (PM/279.)

"Make-Ready"—*from p. 81*

casing into the motor, thus stopping the thing from functioning properly. This, of course, always happens on the morning when everything is behind and when a hold-up is least welcome. Therefore guard against this. With a good make of machine there should be no real trouble and if due care in arranging systematic maintenance is taken, such machines should give years of perfectly satisfactory service.

The only other requirements in the vegetable preparation rooms are racks for the storage of the vegetables for immediate use, bins for the waste and drain racks for washed greens.

Take plenty of time in planning the preparation rooms; as already stated this is where the hard work is done so do what you can to minimise it or at least make it less unpleasant.



Modern potato peeler (capacity 14 lb.) made by Swift and Swallow Ltd.

CANTEEN NEWS ITEMS

AMONGST recent developments in the industrial canteen world during the past few weeks are an important decision by the National Arbitration Tribunal concerning the dismissal of an employee for allegedly using the canteen wrongfully; the conversion of a 400-year old tithe barn into a canteen; and the opening of a new canteen to serve 2,000 extra daily lunches for the City staff of the Shell Petroleum Co. Ltd.

The dispute, which was referred to the National Arbitration Tribunal, arose out of a decision of Duple Motor Bodies Ltd., of Kingsbury Green, Hendon, that the service of the midday meal in the canteen should not begin until ten minutes after the lunch-break started, owing to the unruly behaviour of some of the workers. When the instruction was given effect the employees demanded that the meal should be served immediately they entered the canteen. This was refused by the management, whereupon the secretary of the shop stewards addressed the employees, who then left the canteen.

The shop steward secretary was suspended by the management for three days for having broken works regulations, and later dismissed on the ground that he had repudiated the terms of his contract.

His case was taken up by the National Union of Vehicle Builders who contended that his speech in the canteen had prevented serious trouble with the workers breaking out and that his suspension and dismissal constituted a breach of the agreement between the management and the union.

The Tribunal, however, decided that the employers' actions were justified.

★

Conversion of the tithe barn into modern staff dining-rooms and canteen took place at the English Electric Valve factory at Chelmsford, associated with the Marconi Wireless Telegraph Co. Ltd. No great change has been made in its external appearance or the internal characteristics, and all the alterations necessary have been adapted to the old style of the building and fit into its original framework.

For instance, many leaded windows have been incorporated into the shell of the canteen and have been made to fit between timbers which have become twisted or out of true, with the passing of the years. To avoid disturbing the original members many of the windows were made with odd-angled templates. The former timber-framed milking shed is now the up-to-date kitchen of the canteen. Mr. W. J. Laws, building surveyor to Marconi's, was responsible for the structural conversions and adaptions of the barn, and Mr. R. W. Davies, catering controller to the firm, designed the kitchen.

★

When some 1,000 employees of the Shell Petroleum Co. Ltd. recently returned to work in the City of London after ten years of absence, it was found that greater and better canteen facilities were needed, for the head office staff now numbers 4,500, compared with 2,500 before the war. It was found necessary to provide 2,000 more lunches and to do this the company has constructed and equipped one of the biggest staff canteens in London.

Here, more than 2,000 lunches can be served daily, each sitting disposing of 500. To do this, a canteen staff of 86 people is employed, service being on cafeteria lines.

The dining-hall, kitchen and ancillary rooms are air-conditioned. Altogether they cover nearly 7,000 sq. ft.

Equipment is of the most modern design. Gas is used for cooking, and a wide variety of electric labour-saving machines and devices installed includes a plate washing machine which will handle 6,000 pieces an hour. So that they can be easily kept clean, all fittings such as stoves, hot-cabinets, washing machines and water pipes are sited well away from the walls. Foot-operated disinfected hand-dryers for kitchen staff are placed at a number of convenient points, eliminating the necessity for towels.

The canteen was designed jointly by the engineers' department of the Shell Company and the equipment installation contractors, the Falkirk Iron Company Ltd.

Diners have, daily, a choice of soup, three fish dishes, seven main dishes and four sweets.

★

More progress and activity is reported from the two principal industrial catering management associations. A new branch of the Industrial Catering Association has been formed at Luton, with Mr. W. T. Davies, canteen manager of the Davis Gas Stove Co. Ltd., as the guiding spirit. This has taken some Luton and Bedford members from London but should be the beginning of useful recruiting for the association in Bedfordshire.

Members of the Birmingham branch have recently visited the canteen of High Duty Alloys Ltd. at Redditch, by coach and the works of the catering equipment makers, James Stott and Co. Ltd. Meetings were held at both places and valuable information gained from guest speakers as well as members. The same branch also held a meeting in Cadbury's canteen at Bournville

The Scottish branch saw a most interesting demonstration with "prepared" vegetables in the refectory of the Royal Technical College at Glasgow.

Scottish members of the Industrial Catering Managers Association (*which admits managers employed for catering contractors as well as those engaged in "direct" industrial catering*) enjoyed a circular tour in June, visiting and holding a short meeting at the British Silk Dyeing Company's canteen at Balloch, proceeding to Faslane to see the recreational and catering amenities at the Metal Industries' camp there.

Some of the London members were conducted around the Frood kitchens of Lyons' and the Birmingham branch spent an entertaining and instructive afternoon at the Schweppes factory at Colwall, near Hereford.

Summary—*from p. 83*

Claim: Improved salary scales for male and female clerical staff. Award: The Tribunal awarded rates for male staff as follows:

Age	Weekly Salary £ s. d.	Age	Weekly Salary £ s. d.
16	2 2 6	23	5 5 0
17	2 7 6	24	5 7 6
18	2 15 0	25	5 10 0
19	3 5 0	26	5 12 6
20	3 15 0	27	5 15 0
21	4 10 0	28	6 0 0
22	5 0 0	29	6 10 0
		30	7 0 0

The claim for female clerical staff, shorthand typists and machine operators was referred back to the parties for negotiation. (*May* 11, 1950.)

No. 1444. Question as to the Observance of Recognised Terms and Conditions of Employment in Respect of Certain Workers Formerly Employed by a Firm in Dundee. Claim: For observance by company of recognised terms and conditions in respect of holiday payments. Award: In favour of workmen. (*May* 11, 1950.)

No. 1445. Remuneration of Certain Workers Employed by a Firm of Retail Drapers, Outfitters and House Furnishers in Glasgow. Claim: That the company failed to observe terms of specified agreement by engaging a traveller on a different basis. Award: Claim not established. (*May* 11, 1950.)

No. 1446. Remuneration of Certain Workers Employed by Two Firms of Retail Drapers, Outfitters and House Furnishers in Scotland. Claim: Over alteration by companies in basic wage and commission paid to certain of their credit travellers. Claim: The Tribunal awarded that the workers concerned be paid a basic wage of £4 4s. 6d. per week for collections up to £42 10s. per week, plus commission at the rate of 9 per cent on all collections in excess of £42 10s. (*May* 11, 1950.)

No. 1447. Wages of Boiler Firemen Employed by a Firm of Cotton Waste Dealers in Lancashire. Claim: For implementation of wage increase agreed in the Cotton Industry with effect from May 16, 1949. Award: In favour of workmen. (*May* 12, 1950.)

No. 1448. Length of Annual Holidays with Pay of Certain Employees of a Wholesale Fruit and Potato Merchant in Stafford. Claim: For twelve days paid annual holiday in addition to the six public holidays aready paid. Award: In favour of workmen, with effect from 1950 onwards. (*May* 15, 1950.)

No. 1449. Dismissal of a Worker Formerly Employed by a Firm of Vehicle Builders in London. Claim: Dispute over dismissal of a worker. Award: The Tribunal considered the employers were justified in terminating the employment of the worker concerned, and awarded accordingly. (*May* 19, 1950.)

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No. 1450. Claim for Payment in Lieu of Notice in Respect of a Worker Formerly Employed by an Engineering Firm in Manchester. Claim: For payment in lieu of notice in accordance with engineering industry agreement. Award: In favour of workman. (*May* 19, 1950.)

No. 1451. Claim for Payment of Lodging Allowance in Respect of a Worker Formerly Employed by a Firm of Structural Engineers. Claim: For lodging allowance in accordance with terms of specified agreement. Award: In favour of workman. (*May* 22, 1950.)

No. 1452. Remuneration of Certain Contract Workers Employed by a Clay and Coal Company in the Brownhills District. Claim: That contract workers employed underground at the pit face be paid the flat rate addition of 1s. a shift provided by a national mining award in 1936. Award: Claim not established. (*May* 24, 1950.)

No. 1453. Remuneration of Domestic Staffs in Mental Hospitals and Institutions who have the Care or Charge of Patients. Claim: For additional payment to domestic staff who have the care or charge of mental patients. Award: The Tribunal awarded an additional payment of 1d. per hour during those hours which they have the care of patients. (*May* 24, 1950.)

No. 1454. Tonnage Bonus for Certain Workers Employed by an Iron and Steel Firm on Tees-side. (Award No. 1425.) Claim: For payment to sheeters and sheeters' mates of the tonnage bonus paid to craftsmen. Award: The Tribunal awarded that the standard rate of bonus paid to sheeters be 10s. a week, and to sheeters' mates 7s. a week. (*May* 25, 1950.)

No. 1455. Rates of Wages and Annual Holiday Payments in Respect of Certain Workers Employed by a Firm of Contractors in Wiltshire Engaged in Road Making and Repairing. Claim: For observance by employers of improved rates and conditions agreed between the Road Roller Owners' Association and certain trade Unions and operative as from April, 1948. Award: In favour of workmen. (*May* 25, 1950.)

No. 1456. Remuneration of Certain Workers Employed by a Firm of Vehicle Builders in Loughborough. Claim: That company should implement increase in war bonus which became applicable in the vehicle building industry as from January, 1949. Award: In favour of workmen. (*May* 31, 1950.)

No. 1457. Dismissal of two workers and the introduction of an incentive scheme by a firm engaged in the manufacture of coffins and funeral furnishings at Wealdstone, Middlesex. Claim: (a) Dispute over discharge of two workers' representatives; (b) non-payment of holiday monies due to them; (c) that company should complete an incentive scheme. Award: The Tribunal found that in regard to (a) the shop stewards be awarded one week's wages in lieu of notice; (b) the company stated they were prepared to bring their holiday arrangements into line with those of the furniture manufacturing industry and make necessary payments to the two men concerned; (c) the company were recommended to enter into negotiations on the question of a production bonus scheme in accordance with the terms of an agreement of December, 1949. (*June* 2, 1950.)

Nos. 1458, 1459, 1460.—*These claims concerned matters similar to those in Award No.* 1457 *(above) and were decided in conjunction with it.*

No. 1461. Length of Holiday in the Gelatine and Glue Industry. Claim: Dispute as to whether the conditions of an agreement of the Joint Industrial Council to give an additional week's holiday in 1950 had been fulfilled. Award: In favour of workmen. (*June* 2, 1950.)

No. 1462. Claim for the Payment of a Specified Rate of Wages to a Worker Formerly Employed by a Builder at Insch, Aberdeenshire. Claim: That workman should have been paid rate agreed by the Scottish National Joint Council for the Building Industry. Award: In favour of workman. (*June* 5, 1950.)

Industrial Civil Defence—*from p. 66*

how much is wanted and when it will be available. Sources of supply should be known or indicated.

Ambiguous assurances may not convince managements that it is wise to encourage employees to enrol in the Civil Defence Corps. Enrolment imposes a primary obligation to the Corps in the event of emergency and it may be no simple matter to ensure that personnel will be relieved of this duty in order to serve at their places of employment.

Managements must also decide whether their needs demand separate departments or whether what is necessary can be done as part of the work of one already operating. It will, for instance, sometimes be feasible to make joint arrangements with other concerns in the immediate neighbourhood. These decisions will largely depend upon the size of premises and staffs.

Uncertainties in the international situation and grave rivalries between nations force the conclusion that that there may be little time for full preparation. There is a serious danger that the circumstances of 1939 will be repeated and capable officers find themselves faced with the same difficulties as confronted their predecessors. They will not again be able to anticipate with confidence a heaven-sent time-lag to compensate for a lost preparatory period.

The vital importance of industry and its concomitants, transport and commerce, demonstrates conclusively that industrial Civil Defence bears a heavier burden than its civilian contemporary. This makes failure to establish provision for industry, concurrently with civilian arrangements, a prime blunnder.

Whose Fault?

Responsibility may rest partly on industry itself—there could have been insistence on the privilege of participation in early planning and an endeavour by industry to assess its own requirements rather than await a "lead" or instructions. It may not yet be too late for effective action and certainly much good can come from an early appointment of officers and representatives capable of rapid and effective effort towards recovering lost ground.

Shortcomings are, in some measure, due to the economic and industrial stress of the post-war years, but it is certain that authorities and managements alike should now realise the imperative need for action. If they fail to do so the results of hostile attack may be indescribably more serious than they need be.

It is folly to assume that modern warfare, atomic or otherwise, will present a situation in which preventive, protective and remedial measures are useless. It is by no means certain that there will be any substantial use of atomic weapons and it is wrong to believe that its dangers cannot be minimised and mitigated.

The whole question of Civil Defence in industry and the special problems it presents cries out for immediate attention and it is imperative that this be impressed upon all who may be concerned.

A.S.S.E.T. Views On Wages

A.S.S.E.T., foremen and supervisors' trade union, at its annual conference at Blackpool under the presidency of Mr. Ian Mikardo, M.P., passed a composite resolution on wages in the following terms:

"This Association does not support the T.U.C. statement on Devaluation and Wages . . . A wage restraint policy would tie the Trade Union movement . . . to a further lowering of economic standards . . . The significance of steadily rising profits of industrial concerns is noted and . . . A.S.S.E.T. believes that the employers can well afford to grant increases in wages and salaries without passing the amount to the consumer. . . . Therefore A.S.S.E.T. declares that it must, in the interests of its members and the T.U. Movement, be free to take any appropriate action and particularly to give attention to the matter of inadequate salaries and differentials . . ."

A resolution barring Communists from Union office was passed by 4,502 votes to 3,940 (card vote).

THE MONTH'S DATES

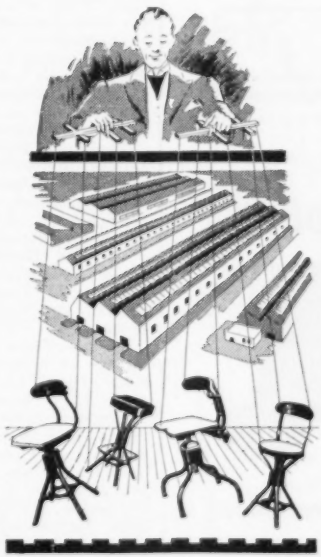
British Association for the Advancement of Science
30 July-6 Aug.
Annual Meeting, Birmingham.

British Institute of Management/Pendley Manor
29 July-3 Aug.
Five-day Course for Foremen and Supervisors in Industry. Tring.

Industrial Finishes Exhibition
23 July-5 Aug.
Earls Court, London.

Industrial Welfare Society
31 July-4 Aug.
Conference for Apprentices, Keble College, Oxford.

The Factory (SEATING) Act 1948



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Aldermaston, Berks.—A building contract has been placed by the Ministry of Works with W. E. Chivers and Sons Ltd., of Devizes, Wilts., for work on Stage 1 of the proposed atomic energy research establishment to be erected on a former airfield at Aldermaston, near Reading.

Billingham-on-Tees.—Imperial Chemical Industries Ltd. are to carry out extensions to their plumbers' shop, extensions to the staff canteen and are also to build a garage block at their Casebourne Cement Works.

Birmingham.—The Ministry of Works, London, S.E.1, has placed a building contract for a canteen, etc. at Midland Telephone Exchange, Hill Street.

Luton.—Vauxhall Motors Ltd., 112 Wardour Street, London, W.1, and Luton, are to erect a sports pavilion, etc., at £11,517.

Brierley Hill, Staffs.—A building contract has been placed for the erection of a factory, for Marsh and Baxter Ltd., Hall Street, Brierley Hill, Staffs. The cost may be £75,000.

Brighouse, Yorks.—Plans approved by the B.C. for the erection of an office and canteen at Bradford Road, Bailiffe Bridge, for H. and C. Whitehead Ltd.

Cardiff.—T.C. Welfare Committee is considering a scheme to erect new workshop and institute for the blind. Ministry of Labour and National Service is prepared to make a grant of £30,000 towards the cost. Architect: C. F. Jones, 67 Queen Street, Cardiff.

Cauldon, Staffs.—Mr. G. A. Jellicoe, architect, 12 Gower Street, London, W.C.1, is assisting the engineering department of Associated Portland Cement Manufacturers Ltd., Portland House, Tothill Street, Westminster, London, S.W.1, in designing new works to be erected at Cauldon, Staffs.

Chester-le-Street.—Extensions are proposed to the colliery canteen at the Beamish Second Colliery for the National Coal Board.

Coryton, S. Wales.—Vacuum Oil Co. Ltd., Caxton House, London, S.W.1, are to erect an oil refinery.

Doncaster.—Rebuilding of Belmont Works, for Peglers Ltd. Plans submitted: Canteen, etc., at Wheatley Hall Road, for Montague Burton Ltd., clothing manufacturer.

Dundee.—Scottish Industrial Estates Ltd., of 3 Woodside Place, Charing Cross, Glasgow, have awarded a contract, at £550,000, to J. B. Hay and Co. Ltd., Hazelhall, Minewells, Dundee, for extensions proposed at Kingsway Industrial Estate. The architects are Wylie, Shanks and Wylie, 120 Blytheswood Street, Glasgow, W.C.2.

Durham.—The National Coal Board proposes to construct pithead baths at Tursdale Colliery, Cassop, to plans by the divisional architect, Queen Square, Newcastle-on-Tyne.

Grangemouth.—Town Council proposes development of Grangemouth Aerodrome as a housing and industrial estate, and is considering purchase of the site.

Gresford, Denbighs.—Work will begin shortly on a community centre proposed at Gresford, to cost about £20,000.

Heywood, Lancs.—Plans approved by the B.C. for the erection of a coach building factory, for Birch, Heywood Motors Ltd.

Leeds.—Plans approved by the T.C. for the erection of a factory at Kirkstall Road, for Wetheralds Ltd., 147 Park Lane, Leeds 1. Galway Services Ltd., Domestic Street, Leeds 11, propose works.

London, Ealing.—Canteen and offices, for Broome and Green, Bullsmoor Lane. Surveyors: Findlay and Read, of Cheshunt. Extensions to factory, Hertford Road, for Roddick, Colvin and Clark, 40 Gt. James Street, London, W.C.1.

London, E.—J. Lenanton and Son Ltd., Regent Wharf, E.14, propose an expenditure of £50,000 on additional buildings. Pinchin, Johnson and Associates Ltd., Silvertown Works, E.16, propose factory extensions.

London, W.C.—The Ministry of Town and Country Planning has held an inquiry into the proposal by Dominion Students' Hall Trust to develop land on north and east sides of Mecklenburgh Square, W.C., as residential accommodation for students. The Trust's architect is Sir Thomas Bennett, 43 Bloomsbury Square, London, W.C.1.

Luton.—Mitzi Lorenz Ltd., 80 Great Portland Street, London, W.1, propose reinstatement of factory.

Merthyr Tydfil.—Extensions which may double the size of their new factory are proposed by Hoover Ltd., Western Avenue, Perivale.

Newburn-on-Tyne.—North-Eastern Trading Estates Ltd., are to build a factory on the Stanners site on behalf of the Lemington Glass Works Ltd. The architects are S. W. Milburn and Partners, 9 Esplanade, Sunderland.

Newcastle, Co. Down.—A new factory at Castlewellan Road, is proposed by the Ministry of Commerce.

Newcastle-on-Tyne.—Steel-framed factory in Brinkburn Street for Walter Dix and Co. Ltd., heating and general engineers. Tower Street, Newcastle. Direct labour. Reconstruction of confectionery works for Charles Leach and Co., Barrack Road, Newcastle. Architects: J. R. Wetherell and Lamb, "Tweedholme," Picton Place, Newcastle-on-Tyne.

Nottingham.—Raleigh Industries Ltd., Lenton, Nottingham, have received Ministry of Supply authorisation to erect a proposed new factory on an eight-acre site at Nottingham.

Plymouth.—The architect for the erection of a model bakery for Goodbody-Matthews Ltd., is K. M. B. Cross, 46 New Bond Street, London, W.1.

Pontardawe, Glam.—Cambrian Dress Products Ltd., 24 Great Tichfield Street, London, W.1, are to erect a factory at a cost of £75,000.

Rainham, Essex.—Murex Ltd., Murex Works, Rainham, Essex, propose £20,000 factory extensions.

Rotherham, Yorks.—A new factory for Kenyon, Son and Craven Ltd., J. F. Finnegan and Co. Ltd., 849 Eccleshall Road, Sheffield 11.

Rugby.—Plans approved by the B.C. for printing works at Hillmorton Road, for Jolly and Barber Ltd.

Salford.—Rebuilding of war-damaged works at Liverpool Street and St. Luke's Road, Pendleton, is proposed by Winterbottom Bookcloth Co. Ltd. Permission received.

St. Helens.—A contract has been placed for the main works in connection with two factories proposed at Parr, St. Helens, by Tootal Broadhurst Lee Co. Ltd. The consulting engineers are Sir Alexander Gibb and Partners, Queen Anne's Lodge, London, S.W.1, and the scheme is estimated to cost a total of £250,000.

Sheffield.—T.C. Estates Committee has approved lease of a site at Smithfield and Snow Lane for proposed lighting engineering factory to James Philip Harwood. It is understood that Sheffield Cutlery Manufacturers' Association and the British Iron and Steel Federation have a joint scheme for a cutlery research station in Sheffield.

Shipley, Yorks.—Plans were submitted to the U.D.C. for a canteen and kitchen at Junction Mills, Dockfield Road, for W. Oddy and Co. Ltd.

South Shields.—Erection of canteen and divers' store at South Pier Works for the Tyne Improvement Commission. Builders: W. H. Oliver Ltd., Newcastle-on-Tyne.

Wakefield, Yorks.—Plans were submitted to the Corporation for a canteen at Denby Dale Road, for Yorkshire Electricity Board.

Wharfedale, Yorks.—Plans approved by the R.D.C. for the erection of a bacon factory at Woodnook Farm, Blubberhouses, for York Hams Ltd.

Wrexham.—Geo. Wimpey and Co. Ltd., Rhymney River Bridge Road, Newport Road, Cardiff, are the contractors for demolition of buildings and preparation of site at Marchwiel Estate, for factory proposed by British Celanese Ltd., Celanese House, Hanover Square, London, W.1. The architects are Wallis, Gilbert and Partners, 5 Cromwell Road, London, S.W.7.

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